

CITY OF SUNDERLAND
CORPORATE IMPROVEMENT PLAN 2009/10 TO 2011/12
with
REVENUE BUDGET AND CAPITAL PROGRAMME 2009/10

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HOW TO USE THE CORPORATE IMPROVEMENT PLAN 2009/10 TO 2011/12

WHAT DOES THE CORPORATE IMPROVEMENT PLAN 2009/10-2011/12 COMPRISE?

The Corporate Improvement Plan (CIP) 2009/10-2011/12 is the council's overarching Service Plan containing the plans of all of the council's Portfolios (including the estimated Revenue Budgets for the financial year) and the Capital Programme for 2009/10 to 2012/13. Reading the CIP gives a broad overview of what the council is doing in respect of its Corporate Improvement Priorities (the Sunderland Strategy 2008-2025 Strategic Priorities and Corporate Improvement Objectives (CIOs)), what actions it intends to take over the financial year, and its plans for the following two financial years.

HOW DO I USE THE CIP?

The following description will help you find what you are looking for in the CIP.

Introduction

Provides an explanation as to the basis and the purpose of the CIP 2009/10.

The Council

Provides a summary of the full CIP and outlines the council's roles and responsibilities including: the context in which it operates, what the Corporate Improvement Priorities are, how the council will realise its vision, performance improvement and monitoring arrangements, corporate health performance indicators, inspection framework and a financial overview.

The financial overview section provides background commentary to the issues the council has considered in setting the Budget and in preparing the Medium Term Financial Strategy.

The Portfolios

There are nine Portfolio chapters. Each chapter starts with an overview of the Portfolio followed by details of the individual services comprising it.

Portfolio Overview - is a summary of all the services that deliver the roles and responsibilities of the Portfolio. It also details the context in which the Portfolio operates, an analysis of its past performance (based on last year's CIP), Key Actions for Portfolio Improvement and financial information.

Individual Service Pages - these mirror the Portfolio section but on a more detailed level. Each of the individual service pages describe the overriding aim of the service and what it is doing to achieve the aim, a table of key performance information, Key Actions for Service Improvement (aligned to the Corporate Improvement Priorities), financial information and where to find further information.

Financial analysis is provided for each service, with information covering details of actual expenditure and income for 2007/08, revised forecast budget for 2008/09, and an estimate of service costs for 2009/10.

The financial analysis is broken down into subjective headings i.e. Employees, Premises, Transport, Supplies and Services etc. Income is identified separately against each service. The Total Budget represents the net cost of each particular service.

The analysis is further broken down into delegated and non-delegated items to reflect the council's delegation scheme.

Full time equivalent staff numbers relevant to each of the financial years are shown relative to each service budget.

Capital Programme

The Capital Programme provides an analysis by Portfolio of planned expenditure on an individual scheme-by-scheme basis for capital expenditure from 2008/09 to 2012/13, as well as expenditure incurred on those schemes up to 31st March 2008.

A summary is provided at Portfolio level of total planned expenditure and how this is to be funded.

Glossary

An explanation of abbreviations used throughout the document, including details of the Corporate Improvement Priorities and job title abbreviations.

Index by Service

Alphabetical list of services contained within the CIP, together with their page numbers and Portfolio groupings.

INTRODUCTION

It remains the council's continuing aim to improve the quality of life for all local people. This is the focus for everything that the council does. To succeed, the council needs to be sure about what people want from council services and then needs to ensure that it has the capacity and resources to meet its commitments.

During 2007/08, the Sunderland Strategy 2004-2007 and its priorities were reviewed to provide a refined, longer-term focus for the Sunderland Partnership and the city - the **Sunderland Strategy 2008-2025**. As a key partner in the Sunderland Partnership, the Sunderland Strategy 2008-2025 and its priorities are at the heart of the council's activities.

The council remains committed to improving its service delivery for the benefit of its customers. To demonstrate the council's commitment to the continuous improvement of service delivery and the use of resources the **Corporate Improvement Objectives (CIOs)** were redefined in 2006/07 to help the council achieve the challenging Vision for the city as described in the Sunderland Strategy and meet the very high standards associated with continuously improving services to local people.

The Strategic Priorities and CIOs have been combined to create the council's Corporate Improvement Priorities, to provide an increased focus on improvement activity and to reflect the fact that internal and external improvement activities are inter-related with each resulting from, contributing to and dependant upon the other.

PLAN PURPOSE

The **Corporate Improvement Plan (CIP)** is the main corporate plan of the council and details how council services are being improved and how improving services contribute to the achievement of the council's Corporate Improvement Priorities. To achieve this it collates detailed information about the council, its policies, services, plans, and budget allocations. It reports on performance during 2008/09 and establishes performance targets for 2009/10 to 2011/12.

The CIP is an essential reference document for all Members and officers seeking to identify the council's priorities and associated current and future action programmes for achieving those priorities. The CIP is the key document in making clear how the council is going to shape its business to deliver the priorities for the city, alongside its partners.

The CIP demonstrates how the council's policies, services and activities contribute towards achieving improvements in the quality of life for the people and communities of the city. It is the only single plan that focuses solely on the activities of the council and as such is the overarching service plan for the council. It is supported and strengthened by individual detailed and operational plans at directorate, service and team levels. The CIP is the key document that links the council's strategic planning process, strengthening both horizontal and vertical planning procedures.

One of the CIP's key strengths is in its ability to successfully promote and increase understanding of the current and potential issues that impact on the council and its services. As such, the CIP provides the ideal mechanism for identifying the relationships that exist between services and how activities contribute to the achievement of shared outcomes.

PLAN STRUCTURE

The CIP is divided into 11 chapters. **Chapter 1** provides a summary of the full CIP and an overview of the council including the environment the council operates in, its responsibilities, structure and priorities and a review of the performance management arrangements.

The following nine chapters provide more detailed information on the council's services and are laid out according to the current Cabinet Portfolio areas:

- Chapter 2** Leader and Deputy Leader
- Chapter 3** Resources
- Chapter 4** Children's Services
- Chapter 5** Adult Services
- Chapter 6** Planning and Transportation
- Chapter 7** Housing and Public Health
- Chapter 8** Neighbourhood and Street Services
- Chapter 9** Regeneration and Community Cohesion
- Chapter 10** Culture and Leisure
- Chapter 11** Contains details of the council's Capital Programme.

SUNDERLAND CITY COUNCIL

COUNCIL ROLES AND RESPONSIBILITIES

The Local Government Act of 1972 (enacted on 1 April 1974) established Sunderland Council as a "Metropolitan Borough", a council within the Metropolitan County of Tyne and Wear. Tyne and Wear Metropolitan County Council was abolished on 31 March 1986 and since that date Sunderland Council has been a unitary local authority. Sunderland was granted city status in 1992, the 40th anniversary of the Queen's accession, with Sunderland Council becoming Sunderland City Council.

The City Council is responsible for a wide variety of essential public services within its boundaries. The services the council must provide by law include:

- Children's services (including education and social services for children)
- Adult services (including care for elderly and disabled people, other vulnerable groups and social services for adults)
- Strategic planning (including location planning for housing, industry, shopping, leisure facilities and transport)
- Development control
- Environmental protection and conservation
- Public libraries
- Waste disposal and collection
- Trading standards
- Licensing functions
- Emergency planning
- Transport (including roads, footpaths and other highways matters)
- Services for the homeless
- Environmental health (including food safety, noise, pest and pollution control)
- Private sector housing control
- Registration of births, deaths and marriages
- Burial and cremation services
- Collection of council tax and business rates
- Other financial matters, such as housing and council tax benefits.

The council also works with the other four councils in Tyne and Wear, through Joint Authorities, to provide Police, Fire and Rescue, Emergency Planning and Transport services.

Operational Structure

The council's main office is the Civic Centre, Sunderland. The Civic Centre is the venue for most council meetings. Area committee meetings are held locally where possible.

The council currently has 10,433.0 Full Time Equivalent posts, these are currently carried out by 13,747 employees (this does not include casual members of staff, supply teachers and Connexions Tyne and Wear employees).

The city comprises 25 electoral wards. 3 councillors represent each ward. There are 75 councillors - 48 Labour, 22 Conservative, 1 Liberal Democrat, and 4 Independent. The council year runs from May to the end of April with local elections usually held in May for three consecutive years in every four. One third of the councillors in each ward are elected at each local election; the next elections are scheduled for 2010. Councillors, supported by officers, decide the council's budget and spending, policies and strategies.

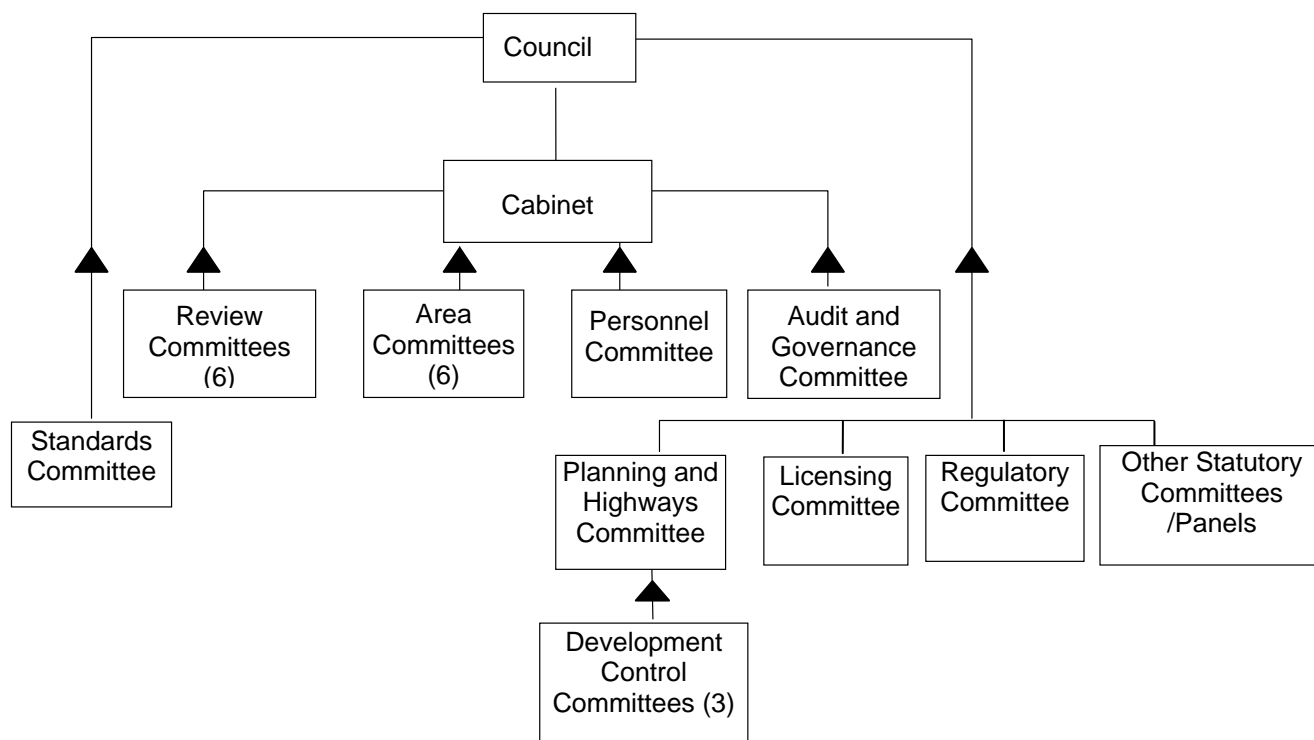
Council Structure

In a referendum in October 2001 the Sunderland electorate rejected a council structure based on a directly elected Mayor. Consequently, a new Constitution with a Leader and Cabinet model was introduced in May 2002. The Constitution sets down clear procedures and lines of responsibility to ensure that the council remains accountable to local people, and sets out rules for governing the council's business.

The Constitution has been in operation for over six years and the council has previously approved thirteen revisions to reflect legislative changes, which placed new responsibilities upon the council and changes to the Cabinet Members' Portfolios and to Area and Review Committees. The most recent review of the Constitution was undertaken during 2008.

SUNDERLAND CITY COUNCIL

The council's reporting mechanism is illustrated below:



Meetings of the full Council are generally held bi-monthly in the Civic Centre. At these, the Council makes major decisions such as appointing the Mayor and setting the annual budget and Council Tax levels. It also considers the decisions and recommendations of the Cabinet and other council committees.

Following local elections, the majority group selects councillors to have a specific responsibility for an area of the council's activities (a Portfolio); these councillors meet as the Cabinet. This is the executive of the council and is responsible for decision-making. Cabinet meetings are held on a monthly basis and are chaired by the Leader of the Council.

The review of the council's Constitution undertaken during 2005 included a review of the Portfolios. Amendments were made to the responsibilities of the Portfolio Holders to ensure that the division of the Portfolios reflects:

- The major purposes of the council
- The equal status of Cabinet members
- The legal limitation of number
- The sensible bringing together of related or compatible functions.

The amendments also reflect the fact that the Leader of the Council has responsibility in respect of the whole range of functions of the Portfolio Holders.

The ten Cabinet Members as at 1 April 2009 are as follows:

Position	Cabinet Member
Leader of the Council	Cllr P. Watson
Deputy Leader of the Council	Cllr F. Anderson
Portfolio Holders:	
Resources	Cllr D. Allan
Children's Services	Cllr P. Smith
Adult Services	Cllr E. Timmins
Planning and Transportation	Cllr J. Blackburn
Housing and Public Health	Cllr H. Trueman
Neighbourhood and Street Services	Cllr K. Rolph
Regeneration and Community Cohesion	Cllr B. Charlton
Culture and Leisure	Cllr M. Speding

SUNDERLAND CITY COUNCIL

Portfolio Responsibilities

The responsibilities of each Portfolio are as follows:

Leader/Deputy Leader: To provide leadership to the council on all matters and particularly all major strategic corporate cross-cutting and commercially sensitive issues and the Budget and Capital Programme, modernisation of local government, partnerships (including the Sunderland Partnership), the overall improvement agenda, external affairs, regional matters, chairing the Safer Sunderland Partnership, Comprehensive Performance Assessment/Comprehensive Area Assessment, equalities, inward investment, twinning, city image, City Centre Partnership, member development.

Resources: Overall responsibility for the efficient use of financial, ICT, human resources and asset management (including property), legal and democratic services, performance monitoring, risk management, procurement and efficiency champion, e-government champion.

Lead Member for Children's Services: Improving the life chances for young people (including corporate parenting), protecting them from harm, facilitating their health and development, securing their well-being and developing their potential through education including preparation for working life in fit for purpose facilities.

Lead Member for Adult Services: Securing the social and health care of adults including the provision of adult and community learning and links with the University and colleges, mental health commissioning, supporting people including the disabled and carers.

Planning and Transportation: Building control, planning, land use, coast protection, emergency planning and local resilience, City Centre, highways, traffic and transportation, environmental policy, planned and structural highway maintenance, parking and road safety, port operations, heritage and design champion.

Housing and Public Health: Housing strategy, housing renewal, homelessness, specialist housing services, relations with Gentoo (formerly Sunderland Housing Group) and other private housing associations, private housing, trading standards, public and environmental health, registration, licensing and controlled drinking zones.

Neighbourhood and Street Services: Grounds and building maintenance, construction, facilities management, refuse collection, recycling, waste disposal, street scene, routine and reactive highways maintenance, cemeteries and crematoriums.

Regeneration and Community Cohesion: Regeneration, area frameworks, European grants, Job Linkage, community cohesion, economic development and business support, social inclusion including support to the Leader on safer communities development, relations with the Chamber of Commerce, New Deal, TyneWear Partnership.

Culture and Leisure: Libraries, arts development, museums, community associations, sports development, leisure and cultural facilities, tourism.

During 2003/04 the Cabinet cycle was strengthened by the introduction of Policy Briefings, to provide more detailed briefings on emerging issues. Key issues that require consideration by the Cabinet are published in advance in the Council's Forward Plan ensuring that openness and transparency are maintained.

The Cabinet's proposals in respect of the council's plans listed in Article 4 of the Constitution (the plans and strategies that must be approved by the full Council in accordance with the council's budget and policy framework procedure rules), are referred to the relevant Review Committee for further advice and consideration before going to a meeting of the full Council. The council's Article 4 plans and strategies are:

- Best Value Performance Plan
- Community Strategy
- Crime and Disorder Reduction Strategy
- Local Transport Plan
- Unitary Development Plan
- Plans and strategies which together comprise the Development Plan
- Development Plan Documents and the Statement of Community Involvement
- Statement of Licensing Policy
- Youth Justice Plan
- Children and Young People's Plan
- Corporate Improvement Plan
- Food Law Enforcement Service Plan
- Housing Strategy

SUNDERLAND CITY COUNCIL

- Adult Learning Plan
- Other plans and strategies, which the council may decide, should be adopted by the Council meeting as a matter of choice namely the Comprehensive Performance Assessment Action Plan.

Review Committees were established in 2002 to enhance the scrutiny role of the council with a greater focus on policy and service improvement. They are made up of councillors who are not members of the Cabinet and reflect the political balance of the council. The role of the Review Committees is to check that action agreed by the council or the Cabinet are in the interests of the people of Sunderland. Review Committees have the right to question the Cabinet's decisions before they are implemented, recommending in certain circumstances that the Cabinet review its decision. The Review Committees also review the performance of council services in relation to its policy objectives, performance targets and specific service areas. When reviewing a service, Review Committees may call on councillors, employees, members of the public and expert witnesses to give evidence and help them make decisions.

There are 6 Review Committees covering the following service and policy areas:

- Policy and Co-ordination
- Children's Services
- Health and Well-Being
- Environmental and Planning
- Regeneration and Community
- Culture and Leisure.

The terms of reference of the Council's Review Committees were included in the 2005 Review of the Council's Constitution and were amended to deal with new areas of the council's activity and to rectify omissions.

In the light of the Government's efficiency agenda for the public sector, it is now an explicit responsibility of all Review Committees during the course of their work, to identify opportunities for securing and demonstrating value for money and considering reports on this subject and performance generally.

Area Committees were created in 1999 to provide local residents with a greater say in council affairs. Their role is mainly a consultative one, considering reports of local concern and approving spending proposals within the limits of their delegated budgets. The Area Committees cover:

Coalfields Area Committee	-	Copthill, Hetton, Houghton, Shiney Row
East Sunderland Area Committee	-	Hendon, Millfield, Ryhope, St. Michael's
North Sunderland Area Committee	-	Castle, Fulwell, Southwick, St. Peter's, Redhill
Washington Area Committee	-	Washington Central, East, North, South and West
West Sunderland Area Committee	-	Sandhill, Barnes, Pallion, St. Anne's

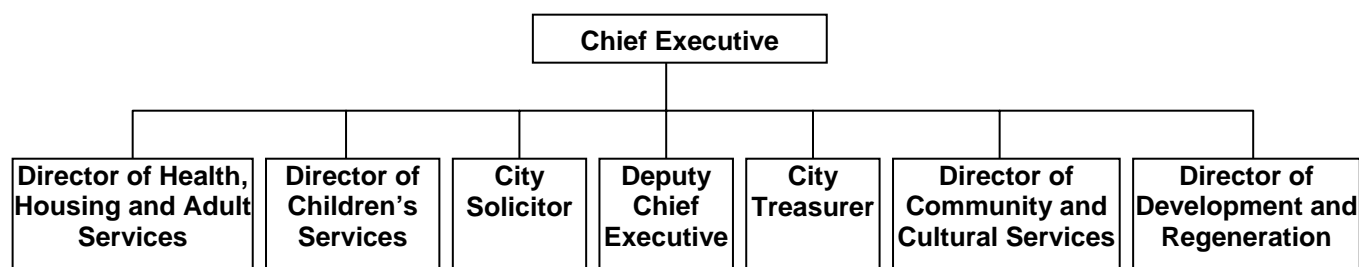
The council also has a number of statutory, special or quasi-judicial (regulatory) Committees, which consider and make decisions about specific council services. These include:

Audit and Governance Committee	Licensing Committee
Development Control Sub-Committees	Personnel Committee
Disciplinary Appeals Panel	Planning and Highways Committee
Education Complaints Panel	Regulatory Committee
Education (Appointment of Governors) Panel	Regulatory Appeals (Door Supervisors) Panel
Grading Appeals Panel	Social Services Complaints Panel
Homelessness Appeals Panel	Standards Committee
Joint Consultative Committee	

SUNDERLAND CITY COUNCIL

Organisational Structure

In May 2002 and December 2003 the council streamlined 11 departments into 5 directorates. Further changes were made as part of the review of the council's Constitution during 2005, and in 2007. The council's current organisational structure is illustrated below.



The **Chief Executive** is the head of the council's paid service. He is the chief advisor on all matters of policy and has overall responsibility for ensuring that the council's programme is carried out.

Health, Housing and Adult Services protects and supports vulnerable adults, including the hundreds of people who may need its services at times of personal or family crisis. Others may require help and support to enable them to live as independently as possible in the community. It also delivers on all Housing matters relating to the city with a view to improving the quality, choice and range of housing in sustainable and safe neighbourhoods.

Children's Services is responsible for children and young people across the city. It is responsible for having services in place that aim to improve outcomes for all children: to ensure children and young people are healthy and safe; enjoy and achieve, are able to join in and have their say, and are prosperous.

Corporate Services has responsibility for a range of strategic, corporate support and front line services including corporate policy, performance improvement, marketing and communications, electoral services, social and economic regeneration, European and external funding, business investment, community safety, area co-ordination, employment and training, accountancy services, exchequer services, insurance and risk management, internal audit, corporate procurement, personnel, equalities and diversity, legal and democratic services, ICT, council tax collection, housing and council tax benefits.

Community and Cultural Services has responsibility for strategy development and service delivery over a wide range of front line services and areas, which include street care, refuse collection and kerbside recycling, parks and allotments, environmental health and trading standards, licensing, highways and building maintenance, cemeteries and crematorium, school meals, building cleaning, customer services, sport and leisure, community development, libraries, heritage, arts, museums, resorts, tourism and events.

Development and Regeneration is responsible for services to support the physical regeneration of the city. These include the functions of the local planning and highway authority, property services and the Port of Sunderland. It is also responsible for urban design and building control and is the lead for emergency planning and sustainability.

Partnership Arrangements

The council works in partnership with other organisations locally, primarily through the City of Sunderland Local Strategic Partnership (the Sunderland Partnership) as well as regionally, nationally, and increasingly internationally. It also supports and has representatives on a wide range of other organisations, including joint committees and authorities, companies, trusts and charities.

Strategic Priorities and Objectives

The council is working to achieve the Sunderland Partnership's five Priorities as described in the Sunderland Strategy 2008 - 2025, and its own four Corporate Improvement Objectives. The council has determined that these are their nine Corporate Improvement Priorities and form the basis of much of what the council does.

Sunderland Strategic Priorities

The Sunderland Partnership provides the key strategic focus for the development of the city and its economic, social and environmental well-being. The Partnership, which was created in 1994 and accredited as the city's Local Strategic Partnership in 2002, provides the key strategic focus for the development of the city and its economic, social and environmental well-being. The Partnership is chaired by the Canon of Sunderland Minster and each of the key agencies in the city are represented at a senior level on the Partnership Board.

SUNDERLAND CITY COUNCIL

The Partnership is currently only one of four in the northern region with a 'green light' assessment from Government Office North East (where a 'green light' is at the top end of a traffic light system and signifies good progress, an 'amber light' means mixed progress and a 'red light' is highly problematic). In addition to the council, the members of the partnership comprise:

- The University of Sunderland
- City of Sunderland College
- North East Chamber of Commerce
- Northumbria Police
- Tyne and Wear Fire and Rescue Authority
- Business Link Tyne and Wear
- Sunderland Teaching Primary Care Trust
- City Hospitals Sunderland NHS Trust
- Learning and Skills Council (Tyne and Wear)
- Job Centre Plus
- Sunderland Echo
- Sunderland Community Network
- Gentoo (formerly Sunderland Housing Group)
- Sunderland ARC
- Government Office North East (in an observational role)

The Sunderland Strategy 2008-2025 provides the framework for members of the Sunderland Partnership, organisations, groups of people and individuals, to work together to improve the quality of life in Sunderland by 2025. It sets out a Vision for the city and its people and how everyone will work together to achieve that Vision:

"Creating a better future for everyone in Sunderland - Sunderland will be a welcoming, internationally recognised city where people have the opportunity to fulfill their aspirations for a healthy, safe and prosperous future."

Delivery of the Vision is underpinned by aims and priorities for action - Strategic Priorities:

- Prosperous City
- Healthy City
- Safe City
- Learning City
- Attractive and Inclusive City

The Strategic Priorities are supported by the following cross-cutting priorities, which need to be a consideration in everything which the council does:

- Sustainability
- Creating Inclusive Communities
- Housing
- Culture

Delivering the Sunderland Strategy

The Sunderland Strategy is underpinned by several delivery plans and work programmes to ensure that the ambitious and challenging aims of the strategy are achieved.

The strategy has its own delivery plan which has been produced by Sunderland Partnerships five Delivery Partnerships. The plan articulates how partners are focusing upon delivering the varying aspects of the strategy.

Sunderland's Local Area Agreement (LAA) compliments the Sunderland Strategy and provides short term focus for achieving the strategy's aims. As a consequence of this the LAA's delivery plan forms a large part of the activity the council and its partners are undertaking and is incorporated into and consolidates the strategy's own delivery plan.

The councils annual Strategic Planning Process requires the councils directorates to demonstrate how the service improvement activity they undertake contributes to the priorities of the Sunderland Strategy, thereby strengthening the councils strategic planning and the activity undertaken to deliver the Sunderland Strategy.

The city recognises the need to operate at the appropriate spatial level in order to achieve success. The Sunderland Strategy has been developed with reference to key regional strategies (e.g. the Regional Economic Strategy and Regional Spatial Strategy) as well as key local strategies (e.g. the Local Development Framework (LDF) and the Image Strategy). At a local level, Local Area Plans, one for each of the city's five Areas, will respond to the challenges set out in the Sunderland Strategy and LAA and feed into their targets and delivery plans.

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The LDF is key to the future of local areas and the council is working to ensure that the LDF, Sunderland Strategy and LAA are fully integrated.

The Partnership's strategic planning process has been updated. There is now a simplified hierarchy of plans in which the Sunderland Strategy articulates the strategic and citywide ambitions and priorities supported by actions at a local level that will transform targeted neighbourhoods. Beneath it, a refreshed LAA has been structured to provide the clear short and medium term commitments that will make measurable, ambitious, contributions to the shared aspirational priorities. Agreements or programmes for each of the Sunderland Strategy's priorities will raise awareness and understanding of the commitment set out in strategies and action plans from across the partnership which will provide the basis for increased partnership working, pooled resources, shared services and innovation where value can be added. The LAA will operate as a rolling programme of activity with performance management arrangements in place to enable partners to respond effectively to emerging issues.

Corporate Improvement Objectives

As mentioned above the council, as a member of the Sunderland Partnership, incorporates into its work programme the challenging aims of the Sunderland Strategy. However, the council remains committed to improving its service delivery for the benefit of its customers. To demonstrate the council's commitment to the continuous improvement of service delivery and the use of resources, Corporate Improvement Objectives (CIOs) have been defined:

(CIO1) Delivering Customer Focused Services

CIO1/1 Putting the customer at the centre of service delivery (*Transformational Change*)

CIO1/2 Seeking customer feedback and views to shape services (*Customer Feedback*)

CIO1/3 Using the findings from reviews to shape and improve services (*Reviews*)

CIO1/4 Using ICTs to enhance service access and delivery (*e-Government*)

(CIO2) Being 'One Council'

CIO2/1 Developing and investing in our staff to deliver first class services (*Workforce Development*)

CIO2/2 Making all of our services and our workforce inclusive to all (*Equality and Diversity*)

CIO2/3 Building capacity to provide leadership and deliver effective services (*Capacity Building*)

CIO2/4 Improving council communications (*Communications*)

(CIO3) Efficient and Effective Council

CIO3/1 Ensuring a consistent performance framework and culture across the council (*Performance Improvement*)

CIO3/2 Ensuring services are provided in the most efficient, economic and sustainable way (*Efficiency, Value for Money and Resource Consumption*)

CIO3/3 Acquiring goods, works and services (*Procurement*)

CIO3/4 Using a standard methodology to manage projects effectively (*Project Management*)

CIO3/5 Delivering the Capital Strategy (*Asset Management*)

CIO3/6 Identifying, analysing, controlling and monitoring risks (*Risk Management*)

CIO3/7 Establishing robust plans and procedures for dealing with emergencies (*Business Continuity and Emergency Planning*)

CIO3/8 Using the outcomes and findings of audits to improve services (*Audits*)

CIO3/9 Delivering CPA improvements and preparing for CAA (*CPA/CAA*)

(CIO4) Improving Partnership Working To Deliver 'One City'

CIO4/1 Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA (*Quality of Life*)

CIO4/2 Developing a strong Sunderland Partnership (*Local Strategic Partnership*)

CIO4/3 Developing and maintaining strong partnerships (*Partnerships*)

CIO4/4 Improving the city's image (*Image*)

The CIOs have been developed to help the council achieve the challenging Vision for the city and meet the very high standards associated with continuously improving our services to local people via the effective and efficient use of resources. This means constantly reviewing how all the resources are being used and adopting new practices when and where necessary and appropriate.

To improve understanding of the CIOs and to enable them to effectively provide the focus for the council's internal improvement priorities, actions, outputs and targets have been developed for each CIO. The headlines describe the overall aim of each CIO and the targets provide a basis against which progress can be measured.

Corporate Improvement Priorities

The Strategic Priorities and CIOs have been combined to create the council's Corporate Improvement Priorities, to provide an increased focus on improvement activity and to reflect the fact that internal and external improvement activities are inter-related with each resulting from, contributing to and dependant upon the other. Consequently the Corporate Improvement Priorities are:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 3 - Safe City
- Corporate Improvement Priority 4 - Learning City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient and Effective Council
- Corporate Improvement Priority 9 - Improving Partnership Working

Objectives, Actions and Outcomes for each Corporate Improvement Priority have been extracted from:

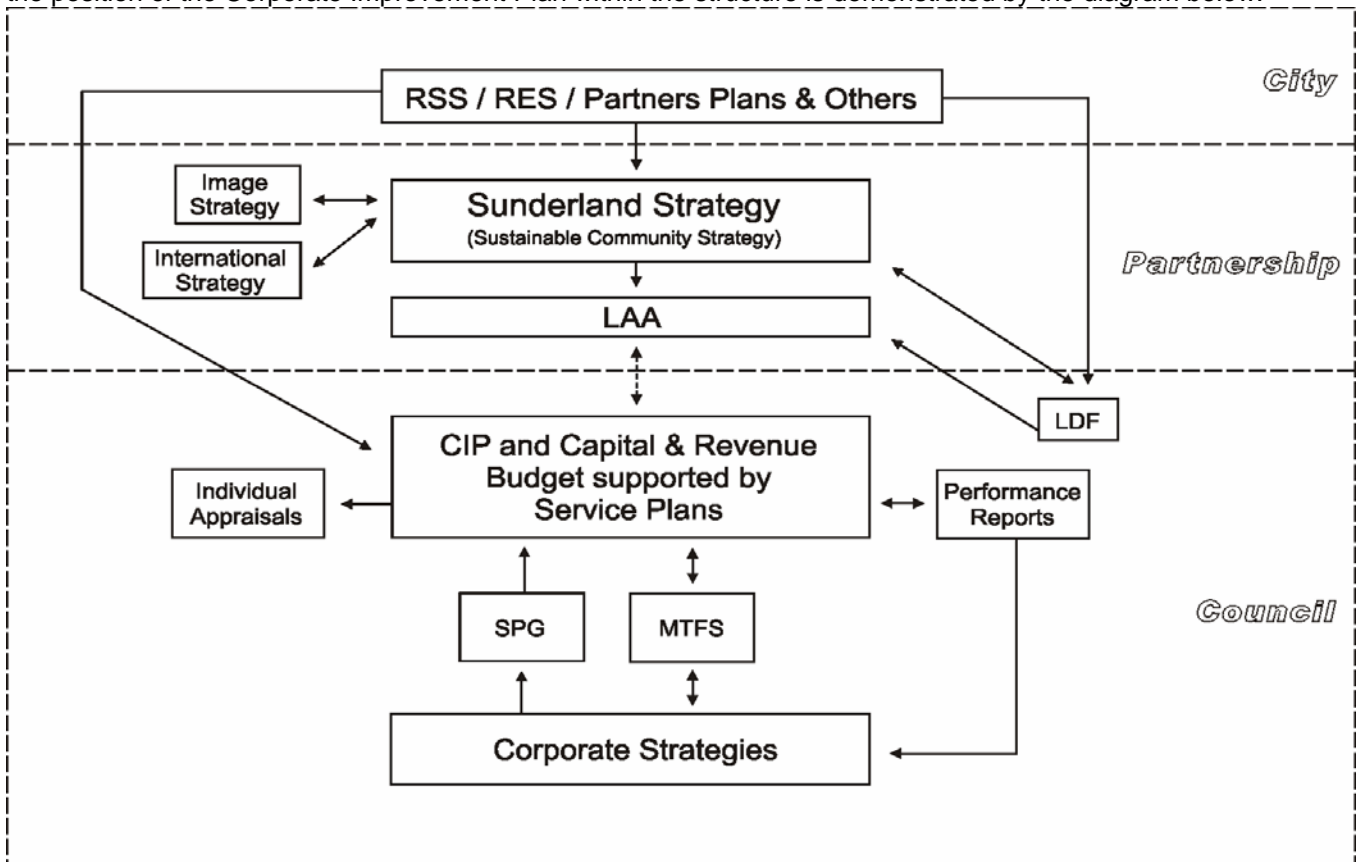
- Sunderland Strategy 2008-2025
- Local Area Agreement (LAA) 2008-2011
- CIO Actions, Outputs and Targets

Details of the Corporate Improvement Priorities Objectives, Actions and Outcomes can be found in the council's Strategic Planning Guidance 2009/10.

Details of the council's Key Actions in respect of each of the Corporate Improvement Priorities can be found at the end of Chapter One.

Structure of Plans

The council works within a variety of settings and at a regional and city wide level. Consequently there are a number of plans and strategies that inform the activity of the council. The relationships between these plans and the position of the Corporate Improvement Plan within the structure is demonstrated by the diagram below:



KEY:

- CIP:** Corporate Improvement Plan
LAA: Local Area Agreement
LDF: Local Development Framework
MTFS: Medium Term Financial Strategy
RES: Regional Economic Strategy
RSS: Regional Spatial Strategy
SPG: Strategic Planning Guidance

OPERATING CONTEXT

The council operates in an environment of continuous social, economic and political change. Council activities and policies are regulated by statute at both the national and international level. The council is recognised as providing excellent public services, in addition the council has, and continues to play, a pivotal role in major new Government initiatives and pilots, and the development of national policies.

The following sections outline recent legislative changes and policy developments that will affect the roles and responsibilities of the council and the context in which it operates. How the council has, and is, responding to these changes in order to continue providing the best possible services to local people is set out throughout the Corporate Improvement Plan.

KEY STATUTORY CHANGES IMPACTING ON THE COUNCIL

National Policy

In May 2008 the Government published its Draft Legislative Programme for 2008/09 “**Preparing Britain For The Future**” setting out the Government’s plans for legislation during the 2008/09 parliamentary session.

The programme comprised four themes:

- Economic stability - ensuring that the Government steers the economy and population through the global downturn and that the country is well prepared for future opportunities and challenges.
- Making the most of your potential - building a fairer and more equal Britain and ensuring people make the most of their abilities.
- Personalisation and Improvement of Public Services - Further putting patients, parents, tenants and citizens in control of the services they receive
- Handing power back to people - Giving people and local communities more voice in how their services and neighbourhoods are run.

Proposed legislation in the programme that impacted upon local government included:

- A Business Rates Supplement Bill that would give upper tier local authorities the ability to levy a local supplement of up to 2 pence per pound of rateable value on the business rate for economic development.
- A Community Empowerment, Housing and Economic Regeneration Bill that would also implement key recommendations from the review of sub-national economic development and regeneration.
- A Heritage Protection Bill that would create a more open, accountable and transparent heritage protection system for historic sites and buildings.
- An Education and Skills Bill that would improve schools and reform the skills and apprenticeship system in England.
- An Equality Bill would meet the Government’s commitment to bring together and simplify existing legislation on all forms of discrimination.
- A Welfare Reform Bill which would place greater emphasis on measures to help those who face barriers to work or have been out of work for a long time to become more independent and better skilled.
- A Housing Reform Green Paper that sets out proposals to provide housing services and options which help and encourage people towards greater economic independence and social mobility.
- A Policing and Crime Reduction Bill would bring forward proposals which will be set out in the Policing Green Paper to secure further improvements to policing and crime reduction.
- An NHS Reform Bill to ensure that the NHS stays true to its founding principles of care for all, free at the point of need.

The **Local Government Acts of 1999 and 2000** set out a challenging modernisation and improvement agenda for local government. In recent years the momentum created by the initial legislation has been sustained by a series of policy developments including the Government’s 10-year vision for the future of local government which is based on assured standards of service delivery, devolving responsibility to local areas, flexibility in how services can be delivered and more choice for service users.

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The **Local Government White Paper: Strong and Prosperous Communities** published in October 2006 outlines the Government's proposals to strengthen local leadership, enhance the role of frontline councillors, cut back the number of national targets, streamline inspection and broaden the scope of Local Area Agreements.

The key proposals of the White Paper were:

- A new performance framework
- An enhanced role for councils as strategic leaders and place-shapers
- Stronger cities and strategic regions
- Stronger political leadership
- An invitation to councils in shire areas to bid for unitary status or enhanced two-tier working
- A strengthened role for front-line councillors
- A wider and stronger role for scrutiny
- Devolution of powers, including removing the requirement for the Secretary of State's consent to bye-laws
- Community cohesion - councils encouraged to put integration and cohesion at the heart of community strategies and LAAs.

The **Local Government and Public Involvement in Health Act 2007** received Royal Assent in October 2007. The Act provides a legislative framework on which a number of proposals in the White Paper are based including:

- Simplifying electoral arrangements by enabling councils to adopt all-out elections every four years and single member wards
- New leadership models with councils choosing between a directly elected mayor with a four year term, or an indirectly elected leader with a four year term
- Improving community governance, including extending the power to promote well-being to parish councils who meet specified criteria, devolving powers to principal local authorities to undertake community governance reviews
- Providing a statutory basis for LAAs and a formal framework for co-operation with local partners
- Reducing the number of targets which LAAs are required to meet and the selection of those that they are from a National Indicator Set
- Empowering councillors to raise issues with overview and scrutiny committees as part of expanding Councillor Calls for Action to cover all local government services
- Providing new powers for overview and scrutiny committees to review and scrutinise the actions of key local public service providers
- Enabling devolution to local authorities of the making of certain byelaws and providing for more effective enforcement through fixed penalty notices
- Introducing a new duty on best value authorities to involve representatives of local people in the design and delivery of services
- Reforming the regime for the conduct of local authority members, with most aspects devolved to councils, a clearer, simpler code of conduct for members, and a streamlined, more strategic Standards Board
- Sir Michael Lyons was asked to carry out an Inquiry into local government finance in July 2004. His original terms of reference required him to consider the detailed case for changes to the present system of local government funding. In September 2005 the Government extended the terms of reference of the Inquiry to consider the strategic role of local government and how devolution and decentralisation could improve local services. In December 2006 the remit was extended again to consider the Barker report into planning, the Eddington report into transport and the Leitch report into skills. The Inquiry's report **Place-shaping: A Shared Ambition for the Future of Local Government** was published in March 2007.

The Government welcomed and noted the report and indicated that it would use this report to inform part of its Comprehensive Spending Review 2007, although it acknowledged that most of the recommendations could not be implemented at this time.

The **Sustainable Communities Act** received Royal Assent in October 2007. The aim of the Act is to promote the sustainability of local communities based on the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need the help of Government to enable them to do so. It provides a means for local people to ask Government to take such action. It also provides a new way for local authorities to ask Government to take action to better enable them to improve the well-being of their area.

The scope of the Act covers economic, social and environmental issues. It does not limit the type of action that could be put forward, provided it is within the scope. The Act is designed to strengthen the role of communities. It provides a process by which local communities' ideas are fed through their local authority and a "selector" to Government. As well as enabling communities and local authorities to make suggestions to Government, the Act ensures that communities are better informed about the public funding spent in their area.

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- Providing new powers for overview and scrutiny committees to review and scrutinise the actions of key local public service providers
- Enabling devolution to local authorities of the making of certain byelaws and providing for more effective enforcement through fixed penalty notices
- Introducing a new duty on best value authorities to involve representatives of local people in the design and delivery of services
- Reforming the regime for the conduct of local authority members, with most aspects devolved to councils, a clearer, simpler code of conduct for members, and a streamlined, more strategic Standards Board.

In July 2008 Communities and Local Government (CLG) published a **White Paper “Communities in Control: Real People, Real Power”** proposing a shift of power towards communities and citizens, aimed at providing them with more information, influence on local decisions, new means of holding councils to account, and greater opportunities to get involved in managing services.

The White Paper aims to provide the means for people to become more empowered and contains three new duties:

- To promote democracy
- To respond to petitions
- For quangos to do more to involve the public.

It covers a range of issues including a new right to demand action from councils, increased accountability, redress when things go wrong, a public say on how budgets are spent, a £70million CommunityBuilders fund, local control of local assets, and promoting directly elected mayors and democracy.

Communities in Control: Real People, Real Power sets out how the Government plans to give citizens and communities more rights and more power through:

- More information and greater influence over local decisions
- New means of holding politicians and councils to account, and
- More opportunity to get directly involved in managing and shaping how local services are delivered.

In August 2008 CLG published the first in a series consultations following on from the publication of the White Paper. The consultation paper covered the implementation of the overview and scrutiny provisions in the Local Government and Public Involvement in Health Act 2007 and is sought views on proposals for developing and strengthening overview and scrutiny, new powers to hold local officers to account and facilitating the work of councillors. The city council submitted a response to the consultation.

CLG published **Creating Strong, Safe and Prosperous Communities: Statutory Guidance** in July 2008. The document provides statutory guidance to local authorities and their partners on creating strong, safe and prosperous communities. It covers the duty to involve, duties around Local Area Agreements (LAAs), Joint Strategic Needs Assessments (JSNAs) and the new, simplified best value regime as contained in the Local Government and Public Involvement in Health Act 2007. It also replaces previous guidance on Local Strategic Partnerships (LSPs) and Sustainable Community Strategies. The Statutory Guidance provides a comprehensive guide to local authorities and their partners on how to engage their citizens, lead their communities, and find new and more effective ways to deliver high quality services.

The aspiration for the **Duty to Involve** is to embed a culture of engagement and empowerment across the authority's functions. It will come into force on 1st April 2009.

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The duty requires authorities to take those steps they consider appropriate to involve *representatives of local persons* in the exercise of any of their functions, where they consider it appropriate. There are three ways of involving that are to be considered:

- **Providing information** about services, policies and decisions which affect local people, or may be of interest to them. Provision of information should support representatives of local persons to have their say and get involved in authority functions where appropriate. This goes beyond simple provision of information on how to access services.
- **Consulting** by providing appropriate opportunities for representatives of local people to have their say about the decisions and services that affect them.
- **Involving in another way** as appropriate by providing opportunities for representatives of local persons to have their say and get involved in activities over and above being informed and consulted.

Consideration should be given to providing opportunities to: influence decisions, provide feedback on decisions, services and policies, co-design/work with the authority in designing policies and services, co-produce/carry out some aspects of services for themselves, work with the authority in assessing services.

The phrase 'representatives of local persons' refers to a selection of the individuals, groups or organisations the authority considers likely to be affected by, or have an interest in the authority function. It does not refer to formally elected or nominated members of the community, such as Councillors.

It is noted that communicating the decision making process is as important as communicating the results of the consultation.

The Duty to Involve should relate to routine functions as well as significant one-off decisions.

When considering the level of information, consultation and involvement that is appropriate, consideration should be given to the following: accessibility and the most appropriate method of engaging with representatives, resources that are required, partnership working, co-ordination and timing.

Authorities should be able to demonstrate, through evidence gathered in the normal course of business, that they:

- Understand the interests and requirements of the local community
- Use their understanding to ensure information, consultation and involvement opportunities are provided on the right issues, targeted at the right people and accessible to those the authority is trying to reach
- Have an appropriate corporate approach to providing information, consulting and involving in other ways that flows throughout their organisation - from strategic policies to individual service delivery - and that they work with partners where appropriate
- Local people will feel that the authority provides relevant and accessible engagement opportunities and will know how to get involved. Local people will recognise that the authority's policies reflect this involvement and services are tailored to local needs, even though difficult choices in service provision need to be made.

The Cabinet Office published *Excellence and Fairness: achieving world class public services* in June 2008. The vision includes consideration of the role of both central and local government in delivering excellent public services.

In his foreword to this paper, the Prime Minister places the existence of excellent public services at the heart of any civilised society. The concept of world class public services and how they may be achieved in the UK provide the focus for what follows.

The improvements of the past ten years have taken place "through a combination of sustained investment and far-reaching reform". But while standards have continued to rise, in the context of a global knowledge economy and significant social and demographic change, UK public services as a whole have not yet reached world class. The purpose of this paper is to provide a framework for the next stage of reform - the further improvement required to achieve this ambition.

This framework is constructed during the four main chapters of the paper. The first of these sets out to identify the principal characteristics of world-class public services. Being world class should involve:

- Delivering excellent outcomes
- Offering personalised approaches
- Being fair and equitable
- Offering good value for money

This is brought about by a three-way partnership in which:

- Citizens are empowered to shape services
- Public service professionals act as catalysts for change
- Government provides strategic leadership

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The Government's objective is to build a strong economy and a fair society, where there is opportunity and security for all. The **Comprehensive Spending Review 2007 (CSR 07) and Pre-Budget Report: Meeting the Aspirations of the British People**, presented updated assessments and forecasts of the economy and public finances, described the reforms that the Government is to make to achieve its goals and set out for the first time the Government's priorities and spending plans for the three years (2008/09, 2009/10 and 2010/11).

Overall, the CSR07 has delivered a challenging settlement for local government, with an average 1% increase in grant funding above inflation over the three year period. It also sets a high efficiency target of £4.9 billion. In addition the government announced in its Pre Budget Report 2009 that the whole of the public sector would have to achieve additional efficiencies of £5 billion in 2010/11, although precise details would not be released until the Budget in March 2009.

A number of supplementary documents were published alongside the CSR07 including:

- A new set of Public Service Agreements and a single set of national indicators
- A Service Transformation Agreement
- An issues paper on reforms to the Local Authority Business growth Incentive (LABGI) scheme
- A White Paper on Business Rate supplements.

Spending reviews take place every two years and set fixed three-year Departmental Expenditure Limits and, through Public Service Agreements (PSA), define the key improvements that can be expected from these resources. They set out the policy and financial framework and departmental spending plans for the period.

The Government delayed the spending review that was due to be published in 2006, with the intention that the next review would be more wide ranging and comprehensive.

To inform the CSR07, the Treasury undertook a programme of analytical work and produced reports on cross-cutting issues, as well as commissioning a series of independent reviews. These include:

- Sub-national Review of Economic Development and Regeneration
- Lyons Inquiry into Local Government
- Barker Review of Land Use Planning
- Stern Review of the Economics of Climate Change
- Eddington Transport Review
- Leitch Review of Skills
- Children and Young People Review.

The Treasury also produced a detailed assessment of the long-term trends and challenges that will impact on public services over the next decade including demographic and socio-economic change, globalisation, climate and environmental change, global uncertainty and technological change.

A key element of the CSR07 preparations was an ambitious and far-reaching value for money programme, involving both further development of the efficiency areas developed in the Gershon Review, and a set of zero-based reviews of departments' baseline expenditure to assess its efficiency in delivering the Government's long-term objectives. The Treasury also recognised the need for a more strategic approach to asset management and investment decisions.

The policy and performance announcements of the CSR07 are focused around the following four key goals:

- Sustainable growth and prosperity
- Fairness and opportunity for all
- Stronger communities and a better quality of life
- A more secure, fair and environmentally sustainable world.

Key announcements for local government have not changed from those announced in the government's CSR07 and comprise:

- An increase in Net Aggregate External Finance (AEF) Revenue Support Grant (RSG) and National Non Domestic Rates (NNDR) funding of 3.5% in 2009/10 and 3.4% in 2010/11. This amounts to real terms, increases of 0.8% and 0.7% respectively over the remaining period of the CSR07
- The Government expects that this will enable local authorities to keep council tax increases well below 5% in each of the next two years of its first three year settlement
- At least £5 billion of former specific grant and Local Area Agreement (LAA) ring-fenced grant is being delivered in the form of general grants that are not ring-fenced (RSG and Area-Based Grant)
- By 2010/11, £900 million previously paid through specific grants will have been paid through Area Based Grant

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- The settlement announced Local Authority Business Growth Initiative funding of £50 million for 2009/10 and £100 million in 2010/11.
- The Government is currently passing a Bill through Parliament, which is expected to become law later this year. It will give local authorities new powers to allow them to implement a Supplementary Business Rate from 2010/11
- A 3% cashable efficiencies target (£4.9 billion over the 3 year duration of the CSR07), with councils supported by funding of £150 million and the continuation of the capacity building grant to help councils achieve the government's more challenging target
- A single set of priority outcomes for local government working alone or in partnership, a single set of 198 national indicators and there will be no mandatory targets for LAAs. Any and all targets reflecting national priorities (to a maximum of 35) will be negotiated through LAAs

It was indicated as part of the Budget 2006 announcement, that the 2007 Comprehensive Spending Review would be informed by a series of policy reviews, one of which was a **Review of Sub-National Economic Development and Regeneration** to consider how to strengthen economic performance in regions, cities and localities throughout the country.

The review was led jointly by the Treasury, the Department for Communities and Local Government and the Department for Business, Enterprise and Regulatory Reform and their predecessor departments.

The review outlines the Governments plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation at every level. Key proposals included:

- The key role of councils in leading economic development and neighbourhood renewal is recognised and there will be consultation on the creation of a "focused statutory economic development duty"
- The Government will be reviewing the financial incentives for councils, including:
- Options for reforming the Local Authority Business Growth Initiative, to give clearer incentives to support economic growth and greater certainty over rewards
- An assessment of the progress and impact of Business Improvement Districts and options for strengthening the model
- Reforms to neighbourhood renewal funding
- Government has consulted local government and businesses proposals for a supplementary business rate. A Bill has passed the second reading stage and is expected to become law later this year
- There will be a presumption that Regional Development Agency funds will be delegated to councils or sub-regional partnerships wherever possible, unless there is a clear case for retaining spending at a regional level
- There is a commitment to taking forward Lord Leitch's recommendations for the creation of locally-led employment and skills boards, building on existing partnerships where they exist
- The analysis in the report shows that "sub regions are in many respects the key spatial level around which growth is concentrated", so improving decision making at the sub-regional level is important to improving economic outcomes
- The Government will work with existing partnerships to develop Multi Area Agreements (MAAs) with the aim of having the first MAAs in place by June 2008. Consultations will be based on the principle that MAAs should be voluntary at the point of creation and should focus on activities where sub-regional working can add most value
- There will also be consideration as to whether legislation is needed for a duty to cooperate on local partners involved in achieving targets set in MAAs and whether partnerships could be given "funding certainty of longer than three years"
- The Government will also work with interested councils who want to establish statutory sub-regional authorities to pool responsibilities on a permanent basis for economic development policy areas beyond transport (planning and housing are mentioned as possible areas)
- A merger of Regional Economic Strategies and Regional Spatial Strategies is proposed, to produce a single integrated regional strategy setting out the economic, social and environmental objectives for each region
- Regional Development Agencies will be given executive responsibility for developing the integrated regional strategy and "Regional Assemblies in their current form will not continue". Instead local authorities in the region will be responsible for agreeing the regional strategy with the Regional Development Agency. Councils will also be responsible for scrutiny of Regional Development Agency performance. There will be further consultation on how to implement these reforms
- Regional Development Agencies will assume executive responsibility for the planning and transport strategy development that is currently carried out by Regional Assemblies and will be formally designated as the Regional Planning Body under planning legislation. The spatial planning aspects of the regional strategy will also be subject to an independent examination in public as at present
- The regional strategy will be agreed and signed off by the Secretaries of State for Communities and Local Government and Business, Enterprise and Regulatory Reform. The spatial aspects will then be issued by the Secretary of State for Communities and Local Government as a statutory document

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- The Government will work with Parliament to agree arrangements for enhancing Parliamentary scrutiny of regional institutions and regional economic policy. This will include taking evidence and holding public hearings in the regions
- The Regional Development Agencies will play a key role in both the coordination and the delivery of business support in the regions. Business Link will continue to be developed as the primary channel to Government support.

In November 2005, the Home Office produced the **Transformational Government Strategy**, which outlined three key areas:

- Services enabled by ICT must be designed around the citizen or business, not the provider, and provided through modern, co-ordinated delivery channels
- Government must move to a shared services culture - in the front office, in the back office, in information and in infrastructure - and release efficiencies by standardisation, simplification and sharing
- There must be broadening and deepening of Government's professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change.

The Home Office developed an implementation plan, aligned to the Comprehensive Spending Review, to ensure that the potential of Transformational Government is realised.

Budget 2006 announced that the Chancellor of the Exchequer had asked Sir David Varney to advise on the opportunities for transforming the delivery of public services, in particular by looking at how the channels through which services are delivered can be made more responsive to the needs of citizens and businesses.

Sir David's report to the Chancellor **Service Transformation: A Better Service for Citizens and Businesses, A Better Deal for Taxpayers** was published in December 2006 alongside the Pre-Budget Report. The key proposals were:

- Develop a change of circumstances service starting with bereavement, birth and change of address by 2010, to drive citizen and business focused cross-government working
- Improve Directgov and Businesslink.gov so they become the primary information and transactional channels for citizens and businesses, reducing the number of departmental specific websites, providing the Secretary of State for the Department for Work and Pensions (DWP) and the Paymaster General respectively with responsibility for the services
- Improve public sector contact centre performance by establishing performance targets and best practice benchmarks, reducing operating costs by 25 per cent releasing £400 million
- Take forward proposals to develop a cross-government identity management system to enable greater personalisation of services and to reduce duplication across government
- Building on a proof of concept project to share data between HM Revenue and Customs, DWP and 12 local authorities
- Establish new citizen and business contact roles and functions within departments to drive increased skills and capability to respond to citizen and business needs and to increasingly coordinate service delivery from a whole of government perspective
- Develop better coordinated and focused face-to-face services, through a cross-government estate strategy, underpinned with departmental plans for increased third sector delivery of these services and more mobile working
- Establish service transformation as a top priority outcome for government, underpinned by a detailed delivery plan and quantitative performance indicators which form the basis of a published annual report on service transformation.

The final report from the Commission on Integration and Cohesion **Building United and Resilient Communities - Developing Shared Futures** setting out steps that need to be taken to build strong, cohesive and integrated communities was published in June 2007.

The independent commission chaired by Darra Singh was tasked with considering what local and practical action is needed to overcome the barriers to integration and cohesion. Over the course of a year the Commission visited towns and cities across the country gathering evidence on how communities are taking action in response to their own circumstances and particular cohesion challenges.

The Commission's report puts forward a wide-ranging set of recommendations for practical action to address cohesion and integration issues at a local level, along with suggestions for a national framework to support these. Some of the key areas covered by the report include how English language speaking is promoted and supported, developing a new role for local authorities with strengthened support from national government and how a renewed focus could be put on citizenship.

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The report underlines the need to move away from a single approach towards more sophisticated analysis and tailored local solutions in order to make communities more resilient and united in dealing with the present and future challenges. It stresses the need for a more local approach in each area.

The **Corporate Manslaughter and Corporate Homicide Act 2007** came into force on 6 April 2008. The Act sets out a new offence for convicting an organisation where a gross failure in the way activities were managed or organised results in a person's death. Under a new approach, courts will look at management systems and practices across the organisation, providing a more effective means for prosecuting the worst corporate failures to manage health and safety properly.

All employers must already comply with health and safety legislation and the Act does not affect those requirements. However, the introduction of the new offence is an opportunity for the council to satisfy itself that the systems and processes for managing health and safety are adequate.

Section 17 of the Crime and Disorder Act (1998) states that **all** local authorities and their employees **must** consider the impact, direct or indirect; their work might have on crime and disorder and community safety.

This means authorities should consider whether their actions may lead to a reduction in crime or *risk* of crime; or whether they may contribute to an increase in crime and disorder or actually increase the risk of crime and disorder.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The amended definition places specific duties on responsible authorities and ensures they consider the implications of local authority decisions on crime and disorder, substance misuse, anti-social behaviour and behaviour adversely affecting the environment.

The amended definition of **Section 17 states:**

"Without prejudice to any other obligation placed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it can to reasonably can to prevent, (a) crime and disorder in its area including anti-social behaviour and other behaviour adversely affecting the local environment); and (b) the misuse of drugs, alcohol and other substances in its area".

This means that the council needs to consider the impact that *any* of its actions has on crime and disorder **even if their work does not fall into the crime and disorder remit.**

Ignoring Section 17 as an authority or employee of the authority could be deemed as non-compliance and would leave the authority vulnerable to legal challenge which can be from an individual, business, or voluntary or community group if they feel the authority has not done all it 'reasonably' can to consider crime and disorder. Reasonableness is a key factor and indicates the need for evidence of the authority's understanding and/or compliance with its duty.

The council has produced a Section 17 Improvement Plan. This is updated on an annual basis as part of the Strategic Planning Process.

Further details of the Section 17 Improvement Plan can be obtained from the council's Safer Communities Team.

Equalities: Changes in equality legislation in 2009 will place significant extra responsibility on local government, and require it to more proactively manage and promote equality in its role as a community leader and major provider of services and employment. New equality duties coming through the Single Equality Bill and the new Equality Framework which will replace the previous Equality Standard for Local Government require considerably strengthened partnership working along with a more robust assessment and removal of potentially discriminatory practices on the basis of disability, gender, race, religion, age and sexuality. Establishing strong consultation links to inform Partnership-wide equality planning and target setting will be essential. In addition, as our understanding of the Equalities agenda increases we will need to align it with work to encourage strong and inclusive communities to ensure that our practices and the services we deliver improve the quality of life for all Sunderland's residents.

Local Area Agreements (LAAs) were introduced as pilot initiatives by the government in 2005 as a way of enabling local partners to identify and focus resources and activities on locally determined priorities.

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Sunderland joined the second phase of LAAs with the negotiated agreement between the Sunderland Partnership and Government Office North East (GONE) commencing in April 2006. Following on from the proposals for the development of LAA set out in 2006's Local Government White Paper 'Strong and Prosperous Communities' the Local Government and Involvement in Public Health Act 2007 has introduced a number of provisions that have changed the purpose and profile of LAA. The LAA has been placed firmly in the mainstream of Government policy. It is clear that the LAA is now a key element of the Government's public sector reform and improvement drive and will provide a key element in the assessment of the Council and partnership through the Comprehensive Area Assessment when it is introduced in 2009.

The key provisions of the Act as it relates to the LAA are:

- A duty for all county and unitary authorities to produce an LAA
- Duties for a list of named partners to cooperate in drawing up an LAA and to have regard to the targets within it
- A requirement to identify 35 locally informed priority indicators from a National Indicator Set of 198 indicators - these are to be agreed in negotiation with government
- Increased flexibility in the use of public resources.

The main impact of the legislative developments is the need to develop a refreshed LAA that is fit for purpose. In response a process that has been put in place to ensure that an LAA has been developed that is consistent with the Government's requirements and the emerging ambitious, long term, Sunderland Strategy.

The existing Partnership and supporting infrastructure was used as the basis for developing the new LAA. In practical terms this meant that:

- Strategic objectives identified in the Sunderland Strategy were used as the basis for the LAA
- Thematic Partnership groups were involved in developing the content of the four blocks
- Performance management arrangements developed for the Sunderland Strategy were used to monitor and measure performance
- Action plans developed by the Thematic Partnerships and other key strategic developments were used as the basis for the LAA
- Consultation and participation activities associated with key community strategy related developments were used to inform the LAA.

In Sunderland the LAA was seen as an opportunity for partners to refocus attention on key issues facing local people and communities. The content of the final LAA was informed by work done across the Partnership to identify enduring problems and areas of weak performance. This analysis was used to identify those issues that required a greater degree of attention and resource allocation if positive change was to be realised. The 'prioritised priorities', as they came to be known as, were the outcomes and targets included in the LAA.

The process of developing the LAA had the benefit of enabling partners to consider which of the priorities in the Sunderland Strategy were absolute 'must dos' and this has had the advantage of focussing activities and resources through the LAA on key issues facing local people.

The new LAA was signed off with government in June 2008 as required. The commitments in the Agreement will be reviewed annually and refreshed every three years, allowing the Sunderland Partnership the flexibility to adjust and improve actions according to changes in circumstances, whilst maintaining focus on the long-term aims set out in the Sunderland Strategy.

The LAA itself consists of 35 targets (drawn from the New National Indicator Set) with 16 statutory education and early years' targets. Details of the LAA indicators and targets can be found at: <http://www.sunderland.gov.uk/public/editable/themes/citycouncil/key-docs/files/laa-2008-2011.pdf>.

The Sunderland Strategy will also be supported by Local Area Strategies, which will update the current Area Regeneration Framework documents. These will set out how each of the areas in the city need to develop in order to meet the Sunderland Strategy's overall aims (combined with local aims and priorities) and will run alongside the LAA.

The Tyne and Wear Multi Area Agreement (MAA) will also support the LAA. The MAA will support the economic priorities of the LAA at the City Region level. Economic activity delivered through the LAA and the Sunderland Strategy will ensure that the City Region outcomes and priorities are delivered. The MAA will ensure local authorities and their partners rise to the new challenge of a statutory economic duty - and lever resources in accordingly.

Regional Policy

The council plays a leading and influential role in regional and sub-regional policy development and joint working initiatives. The council works closely with the Association of North East Councils (ANEC), the North East Assembly (NEA), One NorthEast (ONE) and Government Office North East (GONE) to meet the challenges facing the region. At the sub-regional level, the council works closely with the other Tyne and Wear local authorities to pursue common issues and identify opportunities for cross boundary joint working and collaboration on economic and regeneration matters.

Over recent years the Government has set a challenging regional agenda to address the UK's regional economic disparities. HM Treasury and the Department of Trade and Industry (DTI) jointly have the Public Service Agreement (PSA) target to reduce the persistent gap in growth rates between the regions. As a city in the region with the lowest level of Gross Value Added (value of goods and services produced in the region minus any inputs derived from outside the region) per head of population in England, Sunderland welcomes the Government's steps to address regional disparities and the council continues to play an important role in the development of regional policies and decisions.

Tyne and Wear City Region

City Regions are a long-established concept, most recently identified by the Northern Way, and in the North East by the Regional Economic Strategy, as a key tool for understanding the way markets interact within a spatial context, and as a useful tier for the delivery of certain aspects of public policy.

The Government defines City Regions as "a central urban area, or two or more closely linked urban centres, together with those areas around them with which they have significant interaction". Based on this definition the Tyne and Wear City Region has, for the purposes of taking the initiative forward, been described as the five Tyne and Wear local authority areas (Sunderland, Newcastle, Gateshead, North Tyneside and South Tyneside), south east Northumberland, including the population centres of Blyth and Ashington, the western reaches of the Tyne Valley up to and including Hexham and the Durham district areas of Derwentside, Durham City and, to the south of Sunderland, Easington. Because City Regions are an economic rather than an administrative concept, it isn't straightforward, or indeed appropriate or necessary, to define hard boundaries. Rather, the City Region geography is largely based on the predominant travel to work journeys that are evident in the City Region and other interrelationships associated with leisure and retail offers and the housing market.

Ultimately, the Tyne and Wear city region is a functioning economic area that is made up of a set of distinct but complementary economic centres. Sustaining and maximising economic growth in the City Region is a key priority for all partners and success will be dependent on a strategic approach that is based on an understanding of how each component part operates in respect of the others.

A Tyne and Wear City Region infrastructure comprising of a City Region Board, a City Region Partnership and a City Region Office headed by Director will provide the capacity for partners, including local authorities, Job Centre Plus, Learning and Skills Council and the Regional Development Agency, to work collectively at a city region level to ensure that the area is able to compete in an increasingly global economy.

As a driver for future joint working, the Tyne and Wear City Region partners produced a City Region Business Case in 2006 and this was used to inform the development of a Tyne and Wear Multi Area Agreement (MAA).

Multi Area Agreements

The Local Government White Paper committed the Government to take forward Multi-Area Agreements (MAAs) through the review of sub-national economic development and regeneration (SNR), working with those areas that were starting to develop their own proposals. The SNR was published in July 2007 signalling Government's support for MAAs and setting out the broad principles under which they would operate.

MAAs are an agreement between two or more top-tier or unitary local authorities, their partners (including, in two-tier areas, Districts), Government, non governmental bodies and businesses to achieve collective outcome-based targets. In turn, Government could agree greater flexibility in expenditure in sub-regions including the devolution of funding streams.

The Tyne and Wear MAA, one of only eight in the first wave, was signed off by government in July 2008. At the core of the agreement is a commitment from all partners in the city region to support activities that will accelerate the pace of economic growth. This commitment is expressed in the outcomes that provide the foundations for the MAA and these are:

- A competitive City Region - competitive industries and world class talent resulting in improved economic output
- An economically inclusive City Region - ensuring economic opportunity and access for all

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The MAA is based on three key priority areas:

- **Employment and skills** - The approach towards employment and skills is based on priorities and activities for economic inclusion, innovation and competitiveness. Firstly, by focusing on the priority targets of the newly formed Tyne and Wear Employment and Skills Board (ESB) relating to access to employment opportunities and secondly by focusing on priorities which complement the work of the ESB relating to economic competitiveness and increasing skills and talent in the City Region
- **Transport** - Transport aims to promote economic competitiveness and economic inclusion by improving access to services and employment. The MAA would seek to improve connectivity between the urban core and the rest of the City Region and to link areas of opportunity with areas of advantage and reduce congestion. This will be achieved by a number of means including improving public transport infrastructure and the quality of public transport services
- **Developing Analytical capacity** - Greater analytical capacity is needed at a Tyne and Wear level to provide the robust evidence base and policy analysis that will support a more integrated approach to spatial policy development across the City Region, in the context of the new Single Integrated Regional Strategy.

Since sign off good progress has been made:

- An implementation plan has been developed and agreed
- A start has been made on the development of an economic assessment for the city region
- Governance structures have been clarified and strengthened
- The City Region Team is in place.

All in all a good platform has been created for the delivery for the city region commitment and future developments should provide the basis for effective working within the city region.

Regional Spatial Strategy

The Regional Spatial Strategy (RSS) entitled The North East of England Plan was published by the Secretary of State in July 2008. It is a statutory document that replaces Regional Planning Guidance for the North East. The RSS determines how much development should take place in the region and where this should be located. Notably it sets district-by-district allocations for new housing and employment land provision.

The RSS sets out a long-term strategy (2004-2021) for the development of the region and provides the spatial context for the delivery of other regional strategies. The RSS is part of the statutory development plan. It provides the context for the preparation of local planning policy within Sunderland and will be reflected in the Local Development Framework. Local planning authorities must ensure that their Local Development Frameworks are in general conformity with the adopted RSS.

Regional Economic Strategy

The Regional Economic Strategy (RES) sets out how greater and sustainable prosperity will be delivered to all of the people of the North East over the period to 2016. It seeks to provide the underpinning economic conditions necessary to achieve the region's vision:

"The North East will be a region where present and future generations have a high quality of life. It will be a vibrant, self reliant, ambitious and outward looking region featuring a dynamic economy, a healthy environment and a distinctive culture. Everyone will have the opportunity to realise their full potential."

In doing so the RES:

- Outlines the region's main economic development priorities
- Analyses the strengths, weaknesses, threats and opportunities facing the region
- Provides a framework for the region's public, private and voluntary and community sector organisations to deliver actions for greater and sustainable prosperity
- Provides information on the region and its economy and the key relevant Government policies for developing the region

Although the North East is experiencing success in many areas, the challenge to narrow disparities with the rest of the UK and improve international competitiveness remains.

Everyone in the region had an opportunity to help shape the future direction of the RES, and therefore the North East's economic development.

One NorthEast led the Shaping Horizons in the North East (SHINE) process, involving hundreds of stakeholders from the private, voluntary and public sectors.

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The revised RES "Leading The Way" was launched by ONE NorthEast in September 2006. The RES has stronger priorities and is much more focused, targeting areas which will provide the region with the maximum return on investment through to 2016. It represents a significant step forward from the previous RES, and is underpinned by much stronger evidence.

ONE NorthEast has also developed a RES Action Plan with partners. This will help influence regional partners and their investment decisions. Drawing up and agreeing the plan provides an investment framework and secures partners' commitment to align their resources with the RES and deliver on its objectives.

Sunderland played an active role in the development of the RES and through the Sunderland Strategy and regional partnerships will positively contribute to its implementation.

Local Policy

The Sunderland Partnership, of which the council is a leading member, published a new Sunderland Strategy in March 2008, setting out a long-term bold and aspirational vision for the city in 2025. The Partnerships' vision for the future identifies challenging but achievable milestones that act as a guide to the measurable progress that the Partnership aims to achieve. Through the continuous assessment of performance and identifying where progress is being made and where it is not, the Partnership has been able to identify a clear and evidenced set of priorities for action to ensure continued focus on the vision for Sunderland in 2025. While the Sunderland Strategy provides the strategic overview and framework for improvement activity up to 2025, the Local Area Agreement 2008-2011 (LAA) provides the shorter term priority targets, up to 2011 initially. These will be the key focus of activity and resources for the thematic partnerships (based on the strategic priorities) and all organisations signed up to the strategy - they will also guide the commissioning of services and initiatives of a range of other organisations within a range of different settings - some citywide and strategic, and some at a very localised level depending on need. A Delivery Plan for the LAA has been established and performance management arrangements are, at the time of writing, under consideration by the Partnership following a Peer Review that was undertaken during 2008.

Key corporate planning processes, including the Medium Term Financial Strategy and Corporate Improvement Plan, are led by the Sunderland Strategy priorities. The priorities and challenges identified in the Sunderland Strategy inform all of the council's planning processes and form the basis for the LAA and the emerging Local Development Framework. Mechanisms will be put in place to ensure that all corporate strategies, directorate and associated service plans are consistent with, and evidence the contribution that is being made to the long term vision for the city.

The City Council operates an annual Strategic Planning Process which translates the council's Strategic Priorities and Corporate Improvement Objectives (CIOs), *which have been combined to create the council's Corporate Improvement Priorities*, into tangible targets and outcomes for the forthcoming financial year and subsequent two years that will lead to continued improvement in service delivery and the use of resources.

These targets and outcomes take account of the actions contained in key plans and strategies such as the Children and Young People's Plan and the Corporate Risk Profile and are articulated through the Process into Directorate and associated Service Plans and the Corporate Improvement Plan (CIP), and into individual responsibilities through the corporate appraisal process. The targets are projected forward over three years.

The Process emphasises how service delivery and the use of resources contribute to the achievement of the Vision for the city and the drive toward continuous improvement in everything the council does, and to ensure that every member of staff can identify and understand the role they play in the achievement of the council's priorities and objectives.

In responding to changing circumstances within the city and the council, and to Government policy, the Process and its products have evolved annually. For 2008/09 the process was refined and the CIOs (which were redefined for the 2007/08 process) were developed to give them a "sharper focus", to ensure that they are embedded in service planning and delivery and to reflect the objectives of the Business Improvement Programme.

For 2009/10 the Process has been refined by:

- Including a more strategic means of reporting against the CIOs. To improve understanding of the CIOs and to enable them to effectively provide the focus for the council's internal improvement priorities, actions, outputs and targets have been developed for each CIO. The headlines describe the overall aim of each CIO and the targets provide a basis against which progress can be measured.
- Reporting actions against the priorities of the Sunderland Strategy and LAA, by requiring services and portfolios to identify improvement actions against the new nine Corporate Improvement Priorities

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- Continued development of Key Actions for Portfolio Improvement during rather than at the end of the process, by affording Chief Officers the opportunity to review and develop their Key Actions with Portfolio Holders in advance of them being collectively reported to EMT and Cabinet (as part of the CIP) at the end of the process
- Continued emphasis on outcomes which describe the impacts of service improvements or the benefits that customers, service users and other residents of the city will see.

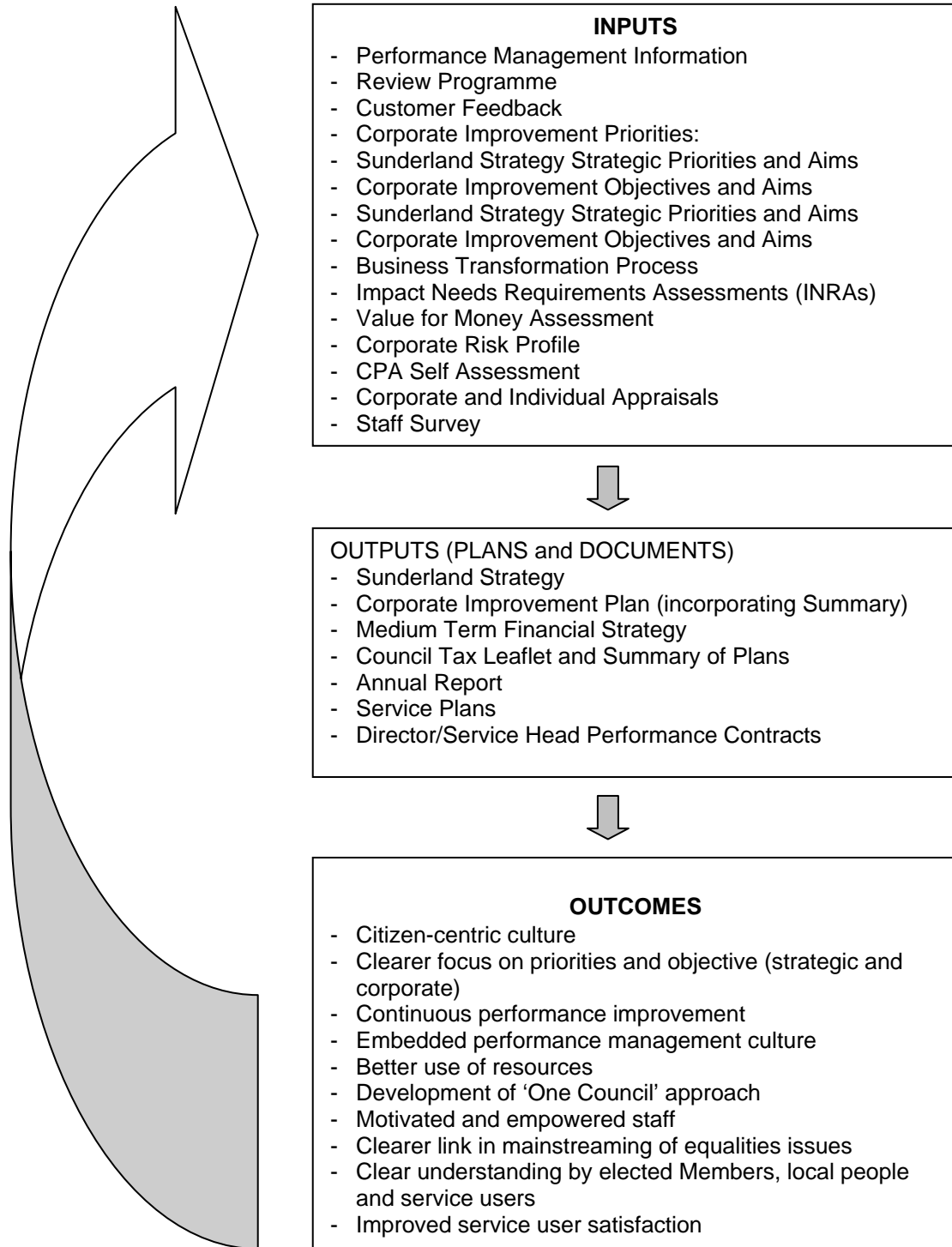
In order to articulate as widely as possible the improvement messages contained within it, the CIP is supported by the publication of a summary version and Annual Report.

The Summary version focuses on actions that illustrate progress towards the council's priorities and objectives, to achieve this the CIP is edited to identify those elements that are of most significance.

The Annual Report looks back over the previous financial year, combining financial information with the performance and achievements of the council during the year. It also describes some of the council's and partners' key achievements in relation to each of the strategic priorities and focuses on what has been delivered and the difference this has made for local people.

Figure 1 illustrates the council's Strategic Planning Process, the critical roles that Service Plans and the CIP play in the process and the fact that the strategic planning process is cyclical, with each year's process informing the next. The quarterly performance monitoring process also ensures that the strategic planning process is continuous, through each year. The 'outcomes' box in Figure1 in particular highlights what the process seeks to achieve, putting the citizen at the centre of service delivery and the essential, underpinning roles undertaken by staff and elected Members.

FIGURE 1: STRATEGIC PLANNING PROCESS



How services are planned, and the consequential actions and financial implications for the next four years are considered in the **Medium Term Financial Strategy (MTFS)**.

The two main purposes of the Medium Term Financial Strategy are:

- To provide an analysis of the financial position likely to face the city council over the medium term and establish approaches which direct resources to address the Strategic Priorities of the city council as set out in the Sunderland Strategy and the Local Area Agreement and achieve value for money in the use of those resources
- In light of the medium term financial position which the council is likely to face, to establish the budget planning framework for the preparation of the Revenue Budget and Capital Programme for 2009/10.

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Within those overall purposes there are subsidiary objectives:

- To identify in macro terms the level of financial implications of service developments and potential reductions in meeting the Strategic Priorities/Service Objectives of the council
- To highlight the future financial impact of pay and prices, policy commitments, demand changes, and proposed service developments which need to be considered for specific inclusion in future years revenue and capital budgets
- To identify the indicative resources available to the council taking account of indications from government as to future spending plans, the outcome of Comprehensive Spending Reviews and the outcome of changes to the Local Government funding regime
- To advise on policies concerning use and levels of General Fund Balances and major Reserves over the medium term
- To enable an initial judgement to be made as to which service developments are of such strategic or political importance that they should be included in the following year's budgets i.e. top slicing the overall budget to accommodate certain proposals
- To enable Directors / Chief Officers to consider and report upon the inclusion of particular service developments in the budget i.e. whether they would rank the proposal above any other item within their existing base budget and if so where they would make a compensating reduction and why
- To maximise the achievement of efficiency gains over the medium term.

Corporate Principles and Values

The council has established a range of core values that have been publicised widely throughout the council to ensure that employees and customers alike understand the broad standards and principles that are applied to everything that we do.

Put customers at the centre and forefront of everything we do - every employee at the council needs to understand that the organisation exists to make a positive difference to our customers. This applies equally to internal and external customers. We need to ensure that people can access our services, see that our services have relevance to their lives, and ensure that these services are high quality and effective

Working in Partnership - This revolves around the principle that what is important is the service the customer receives, not who delivers it. In developing collaborative working with our partners, a seamless service is delivered to the customer. In recent years the council has built strong working relationships with partners - something that has been further strengthened by the delivery of the Sunderland Strategy, which helps to improve the effectiveness of partnership working.

Become a 'One Council' organisation - One where every employee sees themselves as working for the City Council and customers see the organisation working in a unified way. It means breaking down the silos, synchronising our objectives and activities and being supportive of each other's priorities and learning from each other.

Empower employees - The council will invest in the development of employees in order that they reach their full potential and deliver the above. Building capacity within the organisation to ensure that the council is able to provide leadership and deliver effective services.

Develop an "open" culture - A culture where employees share knowledge with others for the benefit of the council and work to eliminate any blame culture.

Business Improvement Programme

The council is committed to a programme of business improvement to deploy new technologies and adopt better ways of working to achieve better customer service and performance. The council therefore requires sustainable and rapid progression in efficiency whilst achieving the performance ambitions in the Corporate Improvement Plan.

The programme will enable the council to more effectively co-ordinate the projects and maximise the customer benefits. This is done by robust management and monitoring of all projects and interdependencies within the programme.

There is significant opportunity to ensure that the outputs across all initiatives are maximised through the development of a coherent council improvement programme. The creation of an integrated programme is intended to facilitate greater clarity and understanding across the organisation of individual's roles and contributions towards achieving transformation. It will be used as a means to stimulate the engagement of the whole organisation and will contribute to the "One Council" ethos.

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The aim of the Business Improvement Programme (BIP) is:

“To enable the council to deliver effective, efficient, equitable and economic customer service - building on its position as a leading authority.”

This aim is supported by two guiding principles:

- The programme will improve the council's understanding of where it can work smarter, adopt partnership approaches as required, empower staff and make better use of ICT where necessary
- The programme recognises that Customer Service represents the whole customer journey, from initial contact to the service being delivered through to closing the request for service.

A range of significant improvement projects are already underway or planned within the Business Improvement Programme to address the CIOs, including:

- The safeguarding of children;
- The assessment and care management of adults;
- How the council increases the involvement of residents in traffic and road safety schemes;
- How the council runs human resource and payroll services;
- Using all council staff to become the eyes and ears of the community through easier ways to report environmental improvements.

The council adopts annually a **Treasury Management Strategy**, which is drafted in line with the 2003 Prudential Code for Capital Finance in Local Authorities. The Prudential Code requires that authorities have regard to the affordability, sustainability and prudence of their capital spending plans. This drives the Asset Management Plan process including property reviews and property rationalisation. The Treasury Management Strategy has reference to economic forecasts and the outlook for interest rates and sets out the approach to be taken on decisions for new borrowing and investments. Risk spreading and the timing of borrowing and investment decisions ensure that value for money for current and future council taxpayers is achieved.

In March 2002 the council introduced its first local Code of Corporate Governance (the Sunderland Code). This Code sets out the overall corporate governance arrangements for the council and is in accordance with recommended good practice. The purpose of the Code is to ensure the council is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner. In order to provide assurance that these arrangements remain fit for purpose and are working well, each year the Council undertakes a review leading to the production of an **Annual Governance Statement**. The review is supported by a rigorous assurance gathering process involving Members, Chief Officers, senior managers and other managers assigned with the ownership of risks and delivery of services. The Annual Governance Statement is published in the council's annual statement of accounts and is signed by the council's Leader, Chief Executive and City Treasurer.

Building Schools For The Future

Building Schools for the Future (BSF), the largest ever national capital investment programme in secondary schools, will provide world-class teaching and learning environments for all pupils, teachers and communities in England. Over the next 15 to 20 years, BSF will help improve the life chances of 11-16 years olds nationally.

Sunderland's innovative BSF vision aims to transform teaching and learning by creating 21st Century environments and introducing cutting edge technology to the classroom.

ICT will play a key role in the transformation of learning within the Sunderland BSF programme. The vision of the council from the outset of this project was to use world class systems and leading edge technologies which would enable learning across the city and remove all barriers to learning and promote wider learning across the community. In partnership with RM, the council's ICT Provider, the council can fully deliver its ICT Vision which contains a number of strategic objectives through access to a fast and flexible network that provides access to robust, world class systems that enable users to have anytime, anywhere access to ICT.

Part of the very first annual funding allocation of the government's 15 year plan, Sunderland City Council's current £120 million programme will renew around half of its secondary schools by 2010. With Oxclose Community School already complete, work is well under way to build four new schools, with the remodelling of two further schools in their early stages.

Key to the city's partnership approach to BSF is the Sunderland Model, supported by all major stakeholders including the council, schools, academic and business partners - including sponsors of the three Sunderland Model academies.

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The key principles are:

- Academy admissions policies will be the same as for schools maintained by the council - there will be no selection
- Academies will be fully accessible to pupils with special educational needs and will support policies for increased inclusion in all mainstream schools
- All secondary schools, including academies, will work together on exclusion policies and practice to maintain the low levels of exclusion we have in Sunderland
- Academies will be a key part of the council's strategy for 14 to 19 learning, as set out in the city's 14 to 19 strategy
- Academies will work in collaboration and partnership with the council, other schools and the City of Sunderland College

To further embed partnership working, the BSF programme is now aligned with the Excellence Improvement Partnership (EIP) which will also act as the 0-16 arm of the Learning Partnership. EIP is a means of transforming learning, shaping the future, bringing about change and securing improvement in Sunderland schools. Membership includes all schools, Sunderland University, City of Sunderland College, Voluntary and Community Network, business partners and the Local Authority.

Following Oxclose, the council is working with Balfour Beatty Construction (Northern) Limited to design and build the remaining six schemes, financial close having been reached for five.

At the heart of the council's plans, a £16 million partnership with RM has been carefully developed to ensure that students gain access to the best new opportunities. It includes a sophisticated managed ICT service that will be fully integrated into the fabric of the BSF schools, state-of-the-art hardware, professional development programmes for staff, new management information systems and a shared learning platform or Virtual Learning Environment (VLE).

All schemes are progressing to programme. Below is a summary of each scheme:

Academy 360: sponsored by people and property business Gentoo and the Sunderland City Council, Academy 360 replaced Pennywell School and Quarry View Primary School in September 2008. The academy is educating 4 to 16 year olds on existing sites until the new building is ready in September 2009.

Castle View Enterprise Academy: Sponsored by Northumbrian Water and Sunderland City Council, the new Castle View Enterprise Academy will replace Castle View School in September 2009.

Red House Academy: Sponsored by software and technology group Leighton, the University of Sunderland and the Sunderland City Council, the new Red House Academy will replace Hylton Red House School in September 2009.

Washington School: The new £19 million Washington School will be complete by September 2009.

Biddick School Sports College: Contracts were signed in August 2008 for this major remodel, due for completion in 2010.

St Robert of Newminster RC School: Design work is continuing for the major remodel of St Robert of Newminster RC School, prior to contract signature, with the scheme due for completion in 2010.

Sandhill View School: In addition to the above projects, Sandhill View School will benefit from an ICT 'refresh'.

Sunderland's 14-19 strategy

In keeping with the city's 14-19 strategy, students across Sunderland will have access to ten new diploma lines, among the most of any area in the north east. They may also access a range of courses at the council's new Harraton and Pallion skills centres, which have benefited from the BSF programme.

All Sunderland students will benefit from the expertise and experience that the academy sponsors will bring. Sponsors will be working in partnership with all of Sunderland's schools and the Harraton and Pallion centres.

With a second wave to follow, completing the city's BSF picture, the council will continue to work with its partners over the coming years to pioneer the excellence and innovation making transformation a reality, and encouraging children and families to flourish. Through BSF, the council and its partners remain committed to providing the best possible learning opportunities for a better future for all of Sunderland's communities.

Digital Challenge

Sunderland was announced as winner of the Digital Challenge at the City of London on March 12th 2007.

The Digital Challenge Programme is funded by £3.5M from the Department of Communities and Local Government (CLG).

Digital Challenge is a programme that aims to reconnect and re-enable those members of our community that are currently classed as socially and digitally excluded. A key objective of the Digital Challenge Programme is to understand whether closing the 'Digital Divide' has an effect upon social exclusion.

By working with the E-Neighbourhoods team, Digital Challenge has been able to improve access to technology by expanding the network of Community Electronic Village Halls and Community E-Champions as well as providing a range of new services such as the Flash and Hexagon collaboration services.

Digital Challenge has also worked to improve the skills and capacity of our residents to work with technology by working with partners to deliver training and awareness raising sessions throughout the city.

Over the next year, Digital Challenge will continue to deliver its projects and consolidate its position as the regional leader in relation to digital equality.

LOCAL AND SOCIO ECONOMIC CHANGE

Sunderland has a population of 280,300, (2007 mid year estimate) and covers an area of 13,737 hectares. The city benefits from a number of environmental advantages including an attractive coastline and the River Wear Corridor and boasts 17 Sites of Special Scientific Interest, 13 Conservation Areas, 360 'Listings' covering 641 separate historic properties and structures and 9 ancient monuments.

Over the last 25 years the city has undergone a marked economic and social transition following the decline in the traditional industries of mining, shipbuilding and heavy engineering. Sunderland now functions within a global context, competing at an international level. Thousands of new jobs have been created as part of a large-scale industrial shift towards the automotive manufacturing and service-based 'call centre' sectors. Significant success has been achieved, notably through the Doxford International development at which 8,000 jobs have been created.

All in all, the city's economy has performed strongly in recent years and it has entered the current economic downturn with a relatively tight labour market. Reductions in the financial and contact centre sectors relate to both actual job losses and curtailed expansion plans. More recently, manufacturing firms have announced significant cutbacks - most notably Nissan and its suppliers.

Commercial property development appears to have slowed markedly and will take some time before any pick up is noticeable. The global financial crisis spread to the rest of the economy. Downward pressure upon disposable incomes through increased energy, food and housing costs has depressed spending and affected leisure and retail in particular. The threat of potential redundancy or repossession is leading consumers to draw their purse strings in tightly. Those who rely on savings to provide regular income are also suffering as interest rates fall. The extent to which the lack of company loan finance will lead to the enforced closure of otherwise viable businesses is not easy to estimate, though evidence of this problem is mounting nationally. The Government's rescue package for the UK's financial institutions has been widely welcomed, but has yet to bear fruit in terms of availability of credit. Even if successful, it will curtail public spending for a considerable period and remove more money and therefore spending power from the economy.

Nevertheless, the council's long-term aim continues to be the rebuilding of the city's business base by creating and sustaining a knowledge-based economy, promoting advanced manufacturing in the city and supporting the development of a larger and more diverse service sector.

Through the council's work with the Sunderland Area Regeneration Company (ARC), many exciting and significant developments are being planned to meet the aim of an urban renaissance within the city. An ambitious series of physical regeneration initiatives and plans are underway and planned to help enhance the economy, infrastructure and quality of life of people in Sunderland. For example, the regional 50m Swimming Pool and hub Wellness Centre opened in spring 2008.

Whilst great progress has been made in regenerating the city, there are still many issues to be faced and overcome:

- After a lengthy period of steady reduction unemployment rates have increased significantly due to recession (Sunderland 4.8%, GB 2.7%, ONS Annual Population Survey)

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- Significant areas of deprivation persist, with 82 of the city's 188 Super Output Areas (SOAs) ranking among 20% most deprived SOAs in England and 41 of those SOAs ranking within the 10% most deprived nationally according to the 2007 Indices of Deprivation. This means that there is great demand placed upon both public and voluntary health and social care services within the city
- Analysis of the components of population change that fed into the latest (2007) mid-year estimate of the city's population show an unhappily familiar picture - that a net inflow of almost 1,000 new residents from overseas was outweighed by a net outflow of 1,600 former Sunderland residents to other areas within the UK. This is particularly eroding the population of working age, leaving an increasingly large proportion of residents in the post-retirement age-groups. Natural change, from births and deaths, was positive but added only 300 to the city population
- Despite the decline in population, the number of households in Sunderland continues to increase, placing pressure on the supply of land to meet additional housing requirements
- Gross Value Added (GVA) per head of population, while still well below the national average, had continued to close the gap according to the latest figures available (Sunderland £16,935 in 2006; UK £19,430) having gradually overhauled the North East regional average over the previous decade. The current economic downturn threatens the maintenance of this trend, however. *(May be updateable in late Dec 2008)*
- In the ten years to 2006, Sunderland economy grew by over 80% - faster than the UK average. It was the strongest growing component of the North East regional economy in that period and outperformed all others in every year of that decade
- Educational attainment has improved considerably over recent years and continues to narrow the gap between local and national outcomes:
 - 5+ GCSE A*-C, 2007: Sunderland 59.0%. England 62% *(Should be updateable by third week in Jan 2009)*.
 - Key Stage 3 Level 5 achievement 2007 English: Sunderland 69%, England 74%
 - Key Stage 3 Level 5 achievement 2007 Maths: Sunderland 75%, England 76%
- The health of the City's population is markedly below average. 80 of its 188 Super Output Areas - containing 42.5% of its population - ranked among the 10% most health deprived such areas in England in the Indices of Deprivation 2007, with the great majority also being heavily afflicted by other forms of deprivation.
- Crime in the city has been falling significantly, now standing below the national average (overall crime rate per thousand population 2007/08: Sunderland 85.7, England and Wales 92.4).
- Traffic growth in the city continues to increase and at the same time car ownership is rising as the use of public transport declines.

WHAT DO OTHERS THINK OF THE COUNCIL?

The council has a long history of consulting with local people and is committed to listening to, and acting upon, the views of the local community. It is vital that the council and its partners understand what people think of their local area and public services so that we can design policies and services around their needs and preferences.

The council undertakes a range of consultation and community engagement activity to help understand this. In involving local people we are committed to ensuring that consultation and engagement is carried out to the highest possible standard, that we include all relevant sections of the community, that participants have a real opportunity to influence decisions and that we feedback to them on this. Here are just some examples of consultations we have undertaken:

Annual Residents Survey

The Annual Residents Survey helps us to understand what residents think of council services and their local area. The 2008 survey was undertaken by Ipsos-Mori between 29 August 2008 and 11 November 2008. Interviews were conducted among 1,200 residents of the city aged 16 or over from across the Sunderland area. Additional booster interviews were also undertaken with BME groups. The survey will help us to identify priorities for the year ahead.

This year's results will be available following their presentation to and verification by Cabinet in March/April 2009 and will be published on the council's website by May 2009.

Community Spirit Consultations

Community Spirit is Sunderland's citizens' panel, made up of 1700 residents from across Sunderland. Community Spirit panel members have been involved in a range of important consultations to help inform the council's future plans. This has included consultation on the future of adult social care, the design of the new River Wear bridge, the council's plans for managing waste in the future and the council's budget priorities for 2009/10.

Comprehensive Performance Assessment

The Comprehensive Performance Assessment (CPA) measures how well local councils are delivering and improving services to local people and communities, distilling complex judgements into a clear rating. CPA - The Harder Test (introduced in 2005) uses the following 5 elements to describe performance:

A direction of travel label and statement

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An overall star category
 A score for each of the council's core services
 A use of resources assessment
 A corporate assessment score.

Corporate Assessment Scores (from 2007 assessment)

In assessing how the council is run, the Audit Commission considers what the council, together with its partners, is trying to achieve; what the capacity of the council, including its work with partners, is to deliver what it is trying to achieve; and what has been achieved.

Theme	Score**
Ambition	3
Prioritisation	3
Capacity	3
Performance management	3
Achievement	3
Overall corporate assessment score	3

Use of resources	2005	2006	2007	2008**
We have assessed how well the council manages its finances and provides value for money.	3	4	4	

This use of resources judgement is drawn from five individual judgements provided by the council's appointed auditor:

Auditor judgements	2007	2008**
Financial reporting	3	
Financial management	4	
Financial standing	4	
Internal control	4	
Value for money	3	

Service Performance

How Sunderland City Council's main services perform

Service area	2005	2006	2007	2008**
Benefits - The Council's performance in providing housing and council tax benefit services. The assessment is made by the Benefit Fraud Inspectorate and is based primarily on achievement against the 2005 housing benefits/council tax benefits performance standards.	4	4	4	
Children and young people - The Council's performance in providing children's services, such as children's education and social care. The joint assessment is made by the Commission for Social Care Inspection and Ofsted following a review of the Council's overall performance and key indicators.	3	3	3	
Culture - The council's performance in services, such as libraries and leisure, as assessed by the Audit Commission.	4	3	3	
Environment - The council's performance in services, such as transport, planning and waste, as assessed by the Audit Commission.	2	2	3	
Housing - The council's performance in community housing and, where applicable, housing management services, as assessed by the Audit Commission.	3	4	3	
Social care (adults) - The council's performance in adult social care services. The assessment is made by the Commission for Social Care Inspection following a review of the council's overall performance and key indicators.	3	3	4	

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Key to scores *

- 1 - below minimum requirements - **inadequate performance**
- 2 - at only minimum requirements - **adequate performance**
- 3 - consistently above minimum requirements - **performing well**
- 4 - well above minimum requirements - **performing strongly**

Direction of Travel	2005	2006	2007	2008**
This assessment indicates the progress being made, or otherwise, to achieve improvement	Improving well	Improving well	Improving well	

Key to scores *

- Not improving/ Not improving adequately
- Improving Adequately
- Improving Well
- Improving Strongly

** 2008 CPA results to be published 5 March 2009

The following summary has been provided to support the 2007 direction of travel assessment:

Sunderland City Council is improving well. The council is improving services in its priority areas. The local environment is improving: less waste is being sent to landfill, more is recycled or composted and public spaces are cleaner. Crime reduction targets have been exceeded, crime rates are low and mostly improving, and local people are less worried about crime. Children's educational attainment rates are improving at key stages three and four, although key stage two results for English remain poor. Adult social care in the area is excellent, with good services and systems to enable people to live independently. The council has invested in priority and underperforming services while maintaining relatively low levels of Council Tax and good value for money. These investments, supported by good performance management, have delivered improvement over the last year. A range of projects and programmes are ensuring that the council is becoming more citizen focused. Capacity is good and is being strengthened appropriately to deliver priorities, but the council performs poorly in some aspects of the diversity of its workforce and sickness rates remain high, and deteriorated during 2006/07.

For 2007 the Council was judged to be a 4 star Council.

Other Inspections

Formal inspections of the council's services included:

i) Commission for Social Care Inspection Annual Performance Assessment (Adult Services) - Summer 2007

An annual assessment of service for adults was undertaken in the summer of 2007 by the above government inspection body. This continued to judge Adult Service as a three star social care function with excellent outcomes for customers' and excellent capacity for improvement.

Some areas of strength were identified as:

- Strategic approach taken to integrate work of Adult Services into a One Council approach
- Generally high number of vulnerable, predominantly older, people helped to live at home by council
- Good partnership work with health in a number of areas, e.g. hospital discharge process, formal partnerships
- Strong performance against a wider range of national measures, including timescales to deliver assessments and services.
- High levels of direct payments to individuals.

Some areas for improvement were identified as:

- Development of Extra Care Schemes, a form of sheltered accommodation
- Need to continue to switch resources from intensive care delivered in residential/nursing care to that delivered at home
- Need to improve number of people with mental health problems supported by council

ii) Youth Offending Service

An inspection of the Youth Offending Service in November 2006 resulted in a rating of "Excellent with outstanding features" for two of the five inspection judgements. At the time of publication of the inspection report in May 2007, no other Youth Offending Service had achieved a higher overall score.

Good practice from Sunderland was cited in the Joint Inspection of Youth Offending Teams Annual Report 2006/07.

iii) Adoption service (August 2008)

An inspection of the adoption service was undertaken in August 2008, which resulted in an overall rating of 'good'. Within the inspection, the adoption service was judged as 'outstanding' in the area of helping children make a positive contribution. The inspection described the service as having a sophisticated and innovative approach, which has had a significant impact on the success in this area. The report added the adoption service has developed in a positive direction since the last inspection in August 2005.

iv) Private Fostering (June 2008)

Ofsted inspected the Private Fostering Arrangements Provision in June 2008. This was the first inspection of Sunderland City Council's arrangements, which resulted in an overall rating of 'good'. The inspection noted privately fostered children, their carers and people with parental responsibility receive very good social work support with privately fostered children receiving regular visits and support for their identified ongoing needs.

v) Children's Homes (October - November 2008)

Three Children's Homes were inspected by Ofsted, receiving overall judgements of satisfactory, good and outstanding, with some specific areas identified as outstanding.

Two Children's Homes received random (interim) inspections, where only one Every Child Matters outcome was examined. Both homes received an overall judgement of satisfactory.

vi) School inspections (2008)

Ofsted visited 13 schools (1 nursery, 10 primaries, 1 secondary, 1 special) between September and November 2008. Six schools were judged as satisfactory, five as good, two as outstanding.

2007 Employee Survey

As part of its commitment to consult with employees, the council conducted its fourth survey of its employees in the autumn of 2007. The core of the survey was the Health and Safety Executive (HSE) stress indicator tool. This tool measures people's perceptions of their employment experience against the HSE's workplace stress standards. The tool is seen as appropriate, not only because the council will be assessed against these standards by the HSE but also because stress/anxiety related illness is one of the most significant causes of sickness absence, as it is nationally. In addition, the questions are relevant to effective people management and fit the values of the council and the Investors in People standard, focusing as they do on engaging employees with their role and the organisation and providing appropriate support.

The HSE questions were supplemented by a small number of questions, not covered by the indicator but important to the council. These are:

- I know how to get in touch with counselling services if I need them
- I can speak honestly with my manager/supervisor
- I know where to go if I have a problem at work
- The council takes the health and safety of its staff seriously
- Taking everything into account, the City Council is a good employer.

The survey was sent to all non-school based employees (school-based employees will be covered at a later date, using the HSE recommended approach). The outcomes indicated an overall positive position, with 86% of respondents stating that they believe the Council is a "good employer". At the same time, results varied significantly and those areas which returned less favourable responses were analysed further, through employee focus groups.

Action plans have now been developed and are being delivered at local, directorate and council-wide levels, with the impact of these actions monitored through the Investors in People internal review process and through the 2009 survey.

Investors In People

The council successfully retained its Investors In people (IIP) accreditation in November 2007.

The Managing Assessor of the internal review from the independent Assessment North East Ltd highlighted the following in their Internal Review Report:

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- The council is characterised by an embedded planning and consultation culture amongst the workforce that helps to shape the delivery of service objectives, even when the strategic objectives of the organisation are led by central government, and the political leadership
- There is a strong commitment to development of the workforce, with equal access to a programme of learning that is focused upon improving individual and organisation performance
- There is strong evidence of an ethos within the organisation towards empowerment which is characterised by a commitment and motivation towards a common desire to succeed
- Within the organisation there is a focus upon management development with the Sunderland Leadership Programme leading to consistent levels of support from managers, which is characterised by employees reporting encouragement, guidance and recognition from managers
- Developing working relationships within and across the organisation has improved significantly since the 2004 assessment, with project working being more widespread, and similar improvements to partnership working with external partners
- Flexible working is regarded as a very positive initiative, with a significant effect upon higher levels of morale and productivity amongst the workforce.
- Significant areas for improvement were also identified as follows:
- Management effectiveness: while overall managers are seen as effective, there are pockets across the organisation where significant improvements can be achieved in the ways employees are managed and developed e.g. in consultation over issues that affect them, in the recognition of contribution, inclusion in decision making and opportunities to develop potential
- Management capabilities: there is a clear need for greater and common understanding, between manager and employee, of the competencies and/or capabilities that define management behaviour. This will engender a greater level of empowerment, impacting upon levels of taking responsibility and decision making at all levels
- Development of the Sunderland Leadership Programme: has been successful in achieving a greater level of consistency in management effectiveness and the organisation is encouraged to keep it up to date and relevant to all potential participants.

The areas identified will be acted upon with each Directorate management team receiving feedback, and support, from the internal review team to develop an action plan to address improvements.

There are a number of areas upon which the improvements impact, especially the appraisal scheme which is currently under review, and the greater alignment of corporate and directorate training and development priorities and workforce planning.

PERFORMANCE IMPROVEMENT AND MONITORING ARRANGEMENTS

Performance Improvement and Improvement Planning 2009/10

The key improvement priorities for the council both service and organisational are identified in the Corporate Improvement Plan and these are taken forward through objectives and individual actions aligned to each strategic priority. Key to ensuring the council delivers its actions and targets which support achievement of these priorities is the council's performance management arrangements.

The council's performance management arrangements assist the development and achievement of objectives and actions and include: performance measurement, monitoring and reporting; service improvement and review activity. Self-assessment and external inspection, particularly the Comprehensive Performance Assessment process, also drive performance improvement.

During 2009/10 the council will continue to review and enhance its performance management frameworks to ensure these arrangements support service improvement particularly around access, choice and relevance; and value for money and efficiency. The Local Government and Public Involvement in Health Act 2007 removed the statutory requirements to undertake best value reviews giving the council greater flexibility on undertaking service reviews to support improvement.

Performance Management Arrangements

Sunderland's performance management framework has been developed to ensure that we are accountable for the economic, efficient and effective achievement of outcomes through appropriate monitoring and reporting arrangements.

Arrangements have been put in place to further develop a more balanced and effective performance management framework for the council. The corporate framework is designed to emphasise our approach to ensuring our performance management arrangements demonstrate:

- An increased focus on measurable outcomes for the area through a balance of national and local targets
- Development of an increasing focus on area based delivery and performance information and measurement

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- Alignment of performance management arrangements across the Sunderland Partnership and other statutory requirements
- An increased focus on the effective and efficient use of resources through corporate management arrangements (workforce development, e-govt, the efficiency framework, service integration, equalities etc.)
- The need to improve the robustness and transparency of information to underpin the framework through the implementation of an electronic performance management system.

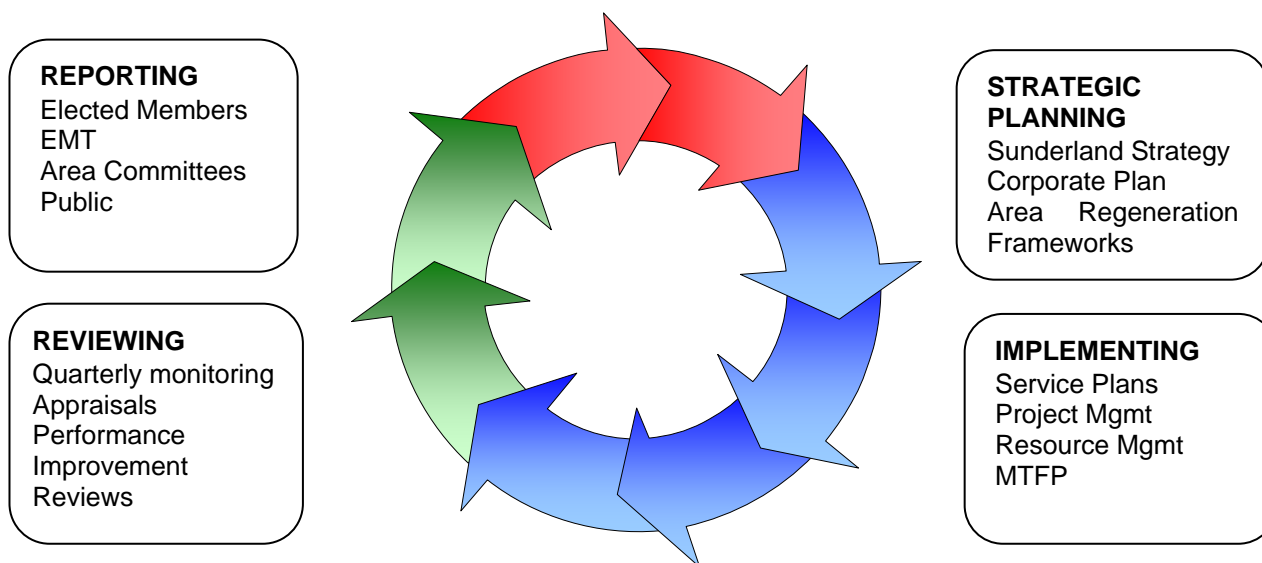
Effective performance management is at the heart of Sunderland's drive to secure continuous improvement in delivering high quality, efficient, user focused services. It is crucial in relation to positioning the authority to respond to the complex demands of, for example, the shared national priority targets, Local Public Service Agreements, Comprehensive Performance Assessment and the Sunderland Partnership and the increasing use of performance information in scrutinising and challenging services by external inspectorates.

This framework is designed to facilitate delivery of the national agenda, by making it more meaningful at our local level, through translating it into community priorities that are further supported by corporate objectives. Progress monitoring, analysis and reporting will be a continuous process supporting regular reviews of planning objectives. The framework builds on existing structures and performance management arrangements and performance indicator collection and verification.

The performance management framework in Sunderland builds upon our current simple cyclical model. This model enables us to:

- Determine key priorities and policy framework
- Set objectives and targets
- Develop action plans
- Resource and implement objectives
- Monitor performance
- Review and report performance at different levels according to requirements.

Figure 1 - The Performance Management Cycle in Sunderland



Obviously the system alone will not deliver improved performance. Our culture, (the way in which we work together across departmental and organisational boundaries) is the key to improving performance.

Review and Service improvement

In addition to maintaining high standards of service delivery in everything we do, it is also important for us to take a step back and consider whether there are more efficient, effective and economical ways of delivering services.

We have developed an approach which is part of the council's performance management arrangements. These include reviewing corporate and service improvement integrating improvement and efficiency work closer into a corporate framework. The approach combines the principles of best value, scrutiny, e-government and, shared services and efficiency into related programmes that address service, strategic or cross-cutting issues that affect the delivery of our corporate priorities and response to community concerns. This includes:

- Corporate Efficiency Programme and individual projects

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- Council improvement programme including corporate projects and service based projects
- The Tyne and Wear Chief Executives Efficiency programme including sub regional projects
- Policy Reviews that form part of the work programme for review (scrutiny) committees are part of the council's performance arrangements
- Service Review work. Facilitating improvement in service areas by providing specific Interventions and support in response to performance issues.

Following the relaxation of the best value review requirements corporate service review work is less focused on compliance with process and methodology and is designed to secure improvement, through a range of interventions, informed by a wide range of performance information including BVPI's, consultation, complaints, and budget information, and increasingly in the future the BIP.

Service Review is aligned with supporting the BIP. The Business Improvement Programme sets out expectations of future ways of working and the service reviews which form part of this programme will be focused on identifying the key changes required within services against the processes: Front office, Corporate, Back Office, Service delivery and Support Services. The approach will ensure the future model of customer service and development of standardised models for enterprise wide processes.

In addition to our own review work we also open ourselves up to external challenge. This may be voluntarily through external accreditation exercises, and also through challenge and support from, for example from IDeA, through for example Peer Review. We approach audit and inspection exercises as an opportunity to receive and act upon constructive feedback.

Comprehensive Performance Assessment

The national performance management framework for council's is changing and 2008/09 signifies the final year for the Comprehensive Performance Assessment (CPA), which judges a council's performance. From April 2009 CPA will be replaced by the Comprehensive Area Assessment (CAA), which considers the area and provides a more forward looking assessment of the prospects for improvement.

CPA 2008/09

These details had not been received from the Audit Commission at the time of printing.

CAA will assess those outcomes delivered by councils working alone or in partnership e.g. health and well-being, community safety, children's and older people's services, etc.

CAA will replace CPA, Children's services Joint Area Reviews, Annual Performance Assessments of services for children and young people and social services star ratings. Performance frameworks for specific services (e.g. schools, colleges, police, probation and health and social care) will continue.

CAA represents a fundamental change in the way councils and their partners are assessed. It involves a forward looking assessment of the prospects for the future achievement of shared priorities by the council and other local partners.

The proposals envisage a streamlined framework involving two assessments:

- The area assessment - a qualitative assessment of prospects for improvement, focussing primarily on the LAA. It will be reported as a narrative and flags will be used to draw attention to performance issues and innovative practice
- A scored organisational assessment for all councils and Fire and Rescue Service Authorities (FRSAs) (alongside organisational assessments for other partners e.g. PCT health check).

CAA will change the way inspectorates engage locally - moving from rolling programmes of on-site inspection to an on-going relationships with local areas.

The Inspectorates will look for high quality local performance management data, take account of any locality self assessments and only undertake inspection activity where necessary - CAA will therefore be inherently proportionate.

CAA will require councils to seize the opportunity and become a confident, self determining that drives its own improvement through increased self-awareness, self-assessment and robust performance management.

How will CAA be undertaken?

CAA is a joint inspectorate assessment, inspectorates will share information at national and local level, CAA leads (appointed by the Audit Commission) will help co-ordinate local assessments and local teams. CAA will be based on a more on-going relationship between inspectorates and localities (replacing the inspection “event”).

Inspectorates will gather evidence from a range of sources - including the national indicator set - throughout the year. CAA will draw as far as possible on the information used by councils and partners to manage their own performance - taking full account of self assessments. The Inspectorates will only undertake additional work to fill evidence gaps where necessary. The evidence base will be updated throughout the year.

The Area Assessment

The Area Assessment is a qualitative assessment focusing on the prospects for future improvement. It will take the LAA as its starting point but will not be constrained by it.

The assessment will focus around three overarching headings

- How well do local priorities express community needs and aspirations?
- How well are the outcomes and improvements needed being delivered?
- What are the prospects for future improvements? (This question will draw on the answers to the previous two questions. It reflects the main purpose of the area assessment).

The issues underpinning these headings are set out in an Appendix to the consultation paper.

The Inspectorates will use “flags” to draw attention to performance issues. A red flag will indicate that significant concerns about outcomes, performance or future prospects are not being adequately addressed. A red flag would not be raised if the council and its partners are effectively tackling the issue.

The Inspectorates will develop a formal procedure to allow challenge to the award of red flags. Green flags will indicate where others have something to learn from innovative or exceptional success in an area.

There will be a clear link between the area assessment and organisational assessment to ensure that accountability is attributed properly.

The Organisational Assessment

There will be a single, scored, organisational assessment for all councils and fire and rescue authorities. It will comprise two assessments:

- Managing performance - a joint inspectorate judgement of the council assessing how well performance is managed
- Use of Resources - an Audit Commission assessment. The methodology for this assessment has already been published separately by the Audit Commission

The assessments will be reported in a single short report to be published at the same time as the area assessment.

The managing performance assessment will focus on how well the council is delivering services, outcomes and sustainable improvement in local priorities. It replaces the proposed for a Direction of Travel assessment. For shire districts (and fire and rescue authorities) this will be an Audit Commission assessment.

The Inspectorates are consulting on three scoring options, two of which involve bringing the two assessments together in a single score.

Reporting CAA

The Inspectorates will publish, annually a joint report of the area assessment for each area covered by an LAA as a concise summary with a longer more detailed report with links to underlying information. Red and Green flags will be used to draw attention to performance issues - links will be made to the appropriate organisational assessments to support accountability.

The organisational assessment for councils and FRSA's will be published at the same time. Performance against the national indicator set will also be published. Reports will be published in November each year - to inform the LAA review and priority and budget setting - with a formal opportunity for the council and local partners to comment.

Inspection and Improvement planning

Apart from two rolling programmes of inspection - for children in public care and safeguarding and for Youth offending teams other inspection activity will be triggered by the area and organisational assessments.

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The inspectorates are committed to working with Government Offices, Regional Improvement and Efficiency Partnerships etc so that inspection planning is co-ordinated with wider improvement planning, with the aim of ensuring a co-ordinated and coherent approach to improvement planning.

Timetable for the development and introduction of CAA

- February 2009: final CAA framework document to be published, plus analysis of responses to the July CAA consultation
- February 2009: final CPA annual performance assessments published
- April 2009: Initial hypothesis testing of Red and Green Flags with the Council
- November 2009: first set of CAA results to be published.

Preparing for Comprehensive Area Assessment

CAA therefore provides a significant opportunity for the council and Sunderland Partnership to ensure that they are fit for purpose and that the necessary arrangements are in place to ensure a positive outcome from the new performance framework. There are a number of steps that are being taken.

The prime focus of the area assessment is around the delivery of outcomes and prospects for future delivery. In one sense then the best preparation for CAA is to ensure that the council and partners are on track to deliver the priorities in the LAA and sustainable community strategies.

CAA represents a fundamental change in the way councils and their partners are assessed - moving away from solely focusing on the past performance of the council towards a forward looking assessment of the prospects for the future achievement of shared priorities by the council and other local partners.

The council has an important role in ensuring that this ambition is properly understood at local level - with members and senior officers across local partnerships.

CAA will place greater emphasis on the quality of local performance management data - it is important that there are effective performance management arrangements in place across the partnership and that it is delivering high quality data.

The Inspectorates will take full account of council/partner's own assessment of performance - The Sunderland Partnership and the Council are already considering using the IDeA/LGA self assessment tool to undertake an honest self assessment across the partnership as well as the council.

The council is also working with the national improvement bodies and the North East Regional Improvement and Efficiency Partnership (NERIEP) to put in place any necessary support.

CAA will place importance on citizen and customer views - it will be important that we can demonstrate we have the mechanisms in place to understand community needs, priorities and service delivery expectations and how we are responding to them.

We are developing a positive and constructive relationship with our CAA lead, ensuring an open and constructive dialogue. Positive two way communication will support a robust and transparent assessment.

Performance Contracts

Directorate and Senior Management continue to have Performance Contracts as part of the appraisal arrangements. These are inextricably linked to the service plans for each directorate. All officers have regular update meetings with their managers to discuss performance management issues. The Chief Executive has regular meetings with each Director/Chief Officer.

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Overview of Performance in Relation to Best Value Performance Indicators

	2007/08 Out turn Analysis					Comparisons with other Authorities			
	Total Number of BVPI's	Target Was Set	Target Was Met	Number Improving	Number Declining	Number in the Top Quartile (All England)	Number in the Middle Quartile (All England)	Number in the Bottom Quartile (All England)	Number where comparison is not available
Adult Services	7	7	4	5	1	0	0	0	7
Benefits	9	9	6	6	3	3	0	0	6
Children's Services (Education)	18	18	7	13	1	4	10	4	0
Children's Services (Social Care)	5	5	4	4	0	0	0	0	5
Community Safety	6	6	5	5	0	1	2	0	3
Corporate Health	15	15	5	9	3	1	9	2	3
Culture and Libraries	4	4	3	3	0	3	0	0	1
Environment	20	20	17	14	2	5	11	4	0
Environmental Health and Trading Standards	5	5	5	1	1	2	2	0	1
Housing	4	4	4	1	0	2	2	0	0
Planning	9	9	8	4	2	7	1	1	0
Social Services (Cross Cutting)	4	1	0	0	0	0	0	0	4
Transport	18	18	9	8	10	4	10	4	0
TOTAL	124	121	77	73	23	32	47	15	30

CORPORATE IMPROVEMENT OBJECTIVES

(CIO1) DELIVERING CUSTOMER FOCUSED SERVICES

(CIO1/1) Putting the customer at the centre of service delivery (*Transformational Change*)

The council has made a policy commitment to delivering services through new access channels and will have invested over £12 million in the contact centre, customer service centre network, and other access channels by 2009. To ensure maximum value for money from this investment, it is essential that the council plans the migration of all appropriate services to these access channels as agreed in the Council's Improvement Programme and as articulated in the council's Customer Service and Access Strategy (CSAS).

Delivering services through new access channels will contribute to:

- Increased customer satisfaction with council services
- Better understanding of Customer Insight which will inform the future planning and delivery of services
- Allowing customers to choose the access channel that is most appropriate to them for that particular transaction at that time (face-to-face, by telephone, by letter, internet or email)
- 90% of calls being answered within 30 seconds or less
- Minimising avoidable contact through reducing the average number of customer contacts per resolved request
- 100% of the population residing within two miles radius or one bus ride of face-to-face information and advice about council services
- One organisation, with a single front line reception delivered through the Customer Service Centre Network
- Supporting the co-location and integration of services with public sector partner organisations.

The changes will ensure that:

- Overall customer satisfaction is improved and maintained at a high level
- Take-up of services is improved

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- Services are delivered in a way that is efficient and effective and offer value for money
- Customers can choose the way in which they interact with the council
- Services can be tailored to customers needs
- Avoidable contact with the council will be reduced

Efficiency gains from the changes will include:

- Increasing the ability for customers to be able to self-serve
- Increasing the number of flexible and mobile workers to reduce the council's property portfolio
- Increasing the use of web based services and text based messaging
- Reducing back office administration through Business Process Reengineering
- Increasing Direct Debit payment
- Investment in systems that will allow staff to better understand customer needs and will allow customers to serve themselves.

The council launched its Customer Service and Access Strategy in 2008. This sets out how the council will ensure that customers and customer focus are at the heart of the council's priorities. The document sets out the council's commitment to improve its customer service focus to achieve the ambitions set out in the Sunderland Strategy. The CSAS sets out the context and key drivers for customer service in Sunderland, the strategy focuses on the processes i.e. the way we do things; the organisation and solutions i.e. where we do things, the information and technology systems we use to support transactions; and the attitudes we have and the way we behave. The council is therefore committed to improvements, which enhance customer service, deliver efficiencies and ensure smarter ways of working. Since March 2003, the council has established a Customer Contact Centre at Doxford Park and the development of eight walk-in Customer Service Centres (Bunny Hill, Civic Centre, Ryhope, Highfield Extended School, Hetton Centre, Sandhill, Houghton and Shiny Row). A new Customer Service Centre opens in Washington in early 2009 and there are plans for a further development at Doxford Park. Work is ongoing to improve the performance of the Contact Centre (particularly in respect of avoidable contact) with improvements to the telephony system and further planned improvements to the customer contact system. Our vision is that by 2011 we will have established a customer service model in Sunderland that provides services designed around customer need in their particular locality, delivered in partnership wherever appropriate to eliminate wasteful duplication and through access channels that are effective, efficient and appropriate.

Equally important to the realisation of this vision is the cultural change that is required within the council. The council recognises that doing things better means doing things differently, not just in terms of the technology used but also in respect of the way that council staff perform their jobs - making services more accessible may mean different opening hours or by making links between services offered by different parts of the council. The council is putting in place measures that will enable staff and Members to make the cultural shift required and "release the potential" of the organisation.

(CIO1/2) Seeking customer feedback and views to shape services (*Customer Feedback*)

It is vital that the council and its partners understand the needs and preferences of local people so that we can design policies and services around them. Consultation and community engagement helps us to understand those needs and preferences so that we can make more informed decisions and ensure that services are relevant and are delivered equitably and in the most effective and efficient way. The council undertakes a range of corporate consultation and community engagement activity such as the Annual Residents Survey and consultation with the citizens' panel Community Spirit, as described previously. In addition, individual services undertake a range of consultations such as satisfaction surveys and focus groups.

(CIO1/3) Using the findings from reviews to shape and improve services (*Reviews*)

External inspection, review and challenge are used to improve council services and achieve maximum value. External findings are welcomed and acted upon in order to secure improvement and value for money. Examples include:

- Annual Audit and Inspection Letter
- Comprehensive Performance Assessment and Annual Service Block Assessments
- Inspections by external agencies including Ofsted and CSCI
- Annual Performance Assessment for Children's Services and Adult Services
- Peer Review including IDeA
- Use of external consultants.

As part of its performance management framework the council utilises a number of internal review functions and processes to ensure services are challenged and areas for improvement are highlighted for attention. These include:

- Internal Audit Services
- Efficiency reviews

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- Service review and improvement activity Corporate risk management resources
- Business improvement programme and service enhancement projects
- Benchmarking activity.

(CIO1/4) Using ICTs to enhance service access and delivery (e-Government)

The ICT service provides information and communications technology services across the council. The technology is used to facilitate the transformation of service delivery, improving accessibility, social inclusion and business working with the council and its partners. This leads to improved service delivery and more efficient working.

The ICT service, whilst independently judged as a better than average service provider, has embraced industry best practice standards to raise the council's ICT Service provision to excellent status by the next survey (due Q4 2010). This will further improve the quality of service provided, how ICT services are delivered, via the business improvement projects, and with integrated ICT systems that underpin the council's services.

Council directorates are now supported through ICT Business relationship 'Key Account Managers' who provide a liaison function for effective development and improvement to services.

(CIO2) BEING 'ONE COUNCIL'

(CIO2/1) Developing and investing in our staff to deliver first class services (Workforce Development)

As the council's most valuable resource, employees are vital to the council continuing to improve its services. As an employer and a service provider in a period of change, the council's workforce is at the centre of its ability to achieve its long-term vision. Therefore, the council needs a comprehensive and structured approach to improve organisational performance by creating a culture where people feel valued and respected and which focuses on achievements, outcomes and development opportunities.

The council's Human Resource Strategy is a key enabler and supports the achievement of its vision and priorities and objectives. Its primary purpose is to provide a framework within which the council is best placed and able to manage its human resource. The main focus for the strategy is to:

- Lead the organisation on HR issues and influence key decision-making processes
- Support the building of skills and capacity within the workforce for change and modernisation
- Lead and challenge the council to ensure proactive and fair treatment of the workforce and community and employment related issues
- Co-ordinate workforce improvement projects including Investors in People and Flexible Working
- Develop, implement and provide advice and support on HR issues and policies
- Support the health, safety and well-being of employees within the workplace. The following is a summary of key projects which will facilitate the delivery of this strategy.

The council will ensure appropriate use of ICT to improve service access and delivery and the new HR and Payroll system has been operational since December 2006. Phase 2 of the implementation of the system is a key project in the council's Business Improvement Programme and will include the further population of HR information into the system.

An e-recruitment project is currently in the planning stages. The council is implementing an e-recruitment system which will enable the council to increase speed and efficiency at every stage of the recruitment cycle and keep potential candidates more informed and engaged. The new web pages will have greatly advanced functionality for candidates including

- Content management system enabling administrators to better manage the content available to potential candidates
- A searchable job vacancy database
- Ability to apply on line at the click of a button
- Allow candidates to send job details to friends by email
- Functionality enabling candidates to apply online and check their application history
- Jobs by email functionality
- Banners and buttons to allow us to publicise key posts or recruitment campaigns
- Detailed site statistics including a host of equality data not currently available
- Links with our recruitment advertising data enabling us to monitor advertising success rates
- 4 bespoke application forms covering all posts
- Automated reminders for interested candidates
- Micro site builder for senior posts or recruitment campaigns.

Additional benefits include the ability to attract a greater number of high calibre candidates as well as deliver a consistent employer brand.

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It is also important to note that whilst the key method of application will be through the new web pages all usual channels of application apply. Candidates favouring an off-line approach will still be able to call the Contact Centre and request paper application packs, however they will be encouraged where possible to access the site. The only change will be the level of detail contained in press adverts. Individuals not able to access the internet can find out more information by contacting the contact centre and asking about specific roles.

Through the Corporate Workforce Diversity Plan, the council is implementing actions to improve and support diversity within the workforce, recognising the individual, community and business benefits of having a proactive equality agenda. Some key areas of work include:

- By the end of October 2008, 2172 employees have so far completed the corporate e-learning equality and diversity training package. The programme is continuing to be rolled out to ensure all employees participate in this training
- As part of the Sunderland Leadership Programme, we have now held two Women's Development Day
- We made a commitment to hosting Learning Disability Placements for young people in partnership with other local organisations. Arrangements are currently being made
- We now offer Childcare Vouchers to employees.

Following the biannual Employee Survey, corporate and directorate stress management action plans have been implemented to respond to the findings of the survey.

All individual contracts awarded by the council which involve the transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

(CIO2/2) Making all of our services and our workforce inclusive to all (*Equality and Diversity*)

The council seeks to fully embed the principles of equality and inclusion into all elements of service delivery and employment practice. Not only removing barriers to equal access but also making sure that equality is pro-actively considered as part of all function planning and management. This approach is required to meet the requirements of new and existing legislation.

To help councils to progress more effectively with this agenda the Equality Standard for Local Government was introduced. This standard was developed as a tool to enable authorities to mainstream gender, race, disability, age, sexuality and faith equality across all council policy and practice. It is designed to cut through existing institutional processes and practices that potentially could harbour indirect discrimination and establish a consistent and fair system to make sure all council activity is fair and accessible to all.

The standard provides a comprehensive and measurable system, comprising of five consecutive levels. Each level builds on the achievement of the previous, and if applied properly it takes time, commitment and resources. The heading for each level is:

- Level 1: Commitment to a Comprehensive Equality Policy
- Level 2: Assessment and Consultation
- Level 3: Setting equality objectives and targets
- Level 4: Information systems and monitoring against targets
- Level 5: Achieving and reviewing outcomes.

The council is currently at Level 3 of the Equality Standard for Local Government and is aiming to achieve Level 4 by the end of the 2008/09 financial year. In order to achieve this, the council will need to demonstrate that it can measure positive progress using the systems developed in response to Level 3 requirements, specifically:

- We have set equality targets for service delivery and employment based on the outcomes of equality assessments (INRA) **and we can demonstrate progress against these targets**
- We have translated equality objectives into Directorate action plans with specific measurable targets **and we can demonstrate progress against these targets**
- We have developed information and monitoring systems that allow us to **assess progress on the achieved targets**
- We have effectively and fully engaged elected members in the equality agenda and can demonstrate that the principles of equality are embedded throughout the organisation.

The successful achievement of the standard relies on all Council members and officers at level of the workforce playing their part in incorporating equality consideration into everything they do and engaging with agreed corporate equality processes; this is described in the council's corporate Equalities Scheme.

(CIO2/3) Building capacity to provide leadership and deliver effective services (*Capacity Building*)

The council established the Strategic Management Development programme (which now takes the form of six monthly Strategic Management Team seminars) in 2003 to support the key role of senior managers in leading change and continuous improvement. Subsequently, feedback from this group suggested the need for a common development programme, at a variety of levels, for the council.

To address this need a management development programme, based on a common set of standards, has been developed, with the first groups starting in September 2005. The main objective is to provide essential management development support, which is available on a consistent basis to all directorates and service areas.

Using a common programme supports the council's objectives by encouraging networking between participants from different service areas; using a common set of core competencies linked to the delivery of the council's Vision and Values; and making use of national and local good practice including the use of sophisticated tools such as psychometric assessment and 360 questionnaires to identify individual development priorities.

The programme is designed to build capacity at a variety of levels, for example at Level 2 offering support to managers/supervisors who are new to the role, or who are likely to be moving into this role in future. An 'Advanced' option delivered from September 2007 offers progression routes linked to externally accredited awards including Foundation degrees. This process requires significant support in order to be delivered effectively. Internal coaching and psychometric expertise is utilised together with external providers for specific development activities and support sessions. Consultation with senior managers ensures that programme content continues to reflect current developments and priorities within the council and is linked to the workplace.

Each level in the programme is based on three distinct stages:

- Individual pre-assessment to agree priorities and identify specific development needs
- Attendance on the programme, involving a mix of workshop sessions, action learning, and formal assignments
- Evaluation and review, with the main aim of assessing the impact on individual performance.

(CIO2/4) Improving council communications (*Communications*)

Council communications have been improved through testing the effectiveness of residents' information and introducing changes to meet the needs of the intended audience. Further training for communications officers has been provided on the use and establishment of the standard council communications guidelines and plain English style guide and both documents have been updated in line with the key principles which are:

- Ensuring all communication is fit for purpose
- Ensuring all communication is audience-focussed
- Using Plain English
- Improving the effectiveness of communication
- Ensuring all communication aligns with the principles of the brand
- Generating trust with the audience by ensuring all communication is meaningful to them
- Evaluating and reviewing, learning from best practice.

In response to residents', members' and employees' views, we have enhanced communications through new strategic tools, and introduced new regular sources of information, including a weekly update for members, a weekly blog by the Council Leader on the council website on and a frequent message to staff from the Chief Executive on the council intra-net. For residents, the new programme has included an A-Z of services, enhanced localised editions of the residents' magazine, and better-coordinated information from across the council on events, initiatives and services.

(CIO3) EFFICIENT AND EFFECTIVE COUNCIL

(CIO3/1) Ensuring a consistent performance framework and culture across the council (*Performance Improvement*)

Whilst the council has achieved the top excellent 4* star rating under the Comprehensive Performance Assessment process, the council still recognises that it needs to continuously improve and wants to deliver high quality, accessible and relevant services to all sections of the community.

The council is committed to continuously improving the quality and value for money of all the services it provides.

To achieve improvement the council has developed a robust Planning, Performance and Financial Management Framework which it reviews and updates to ensure its relevance. This provides a clear, strategic focus on the important challenges facing the local community. This framework is deployed systematically and consistently across the council to ensure a focus on performance improvement. Features include strategic leadership, transformational and transactional improvement, organizational development e.g. IIP, appraisal, performance measurement monitoring and review; procurement; project management; risk management and communications.

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The council continually monitors its progress against its corporate objectives to ensure outcomes improve and to ensure resources and activities will be effective in addressing local priorities.

(CIO3/2) Ensuring services are provided in the most efficient, economic and sustainable way (*Efficiency, Value for Money and Resource Consumption*)

The council is committed to providing services that give Value for Money (VfM) to its citizens. VfM is an integral part of the council's framework to continually improve its services. Through the use of its financial and performance management arrangements the need to ensure VfM is embedded into the culture of the council's activities and its arrangements with partners.

VfM is achieved by ensuring that what is delivered is what is required and is a priority, and by ensuring that the service is delivered in the most appropriate way to ensure VfM is achieved. Our focus on VfM is a key element of realising our 'Vision for the City' by ensuring that services are delivered in the most efficient and economical way, within available resources and wherever possible, independently validated by service users and the wider community.

The council's Strategic Framework for Driving Improvement in Services and Value for Money sets out how the council drives improvement in VfM corporately, in its services and through the use of partnerships. The framework has been built up over a number of years to ensure a holistic approach to secure, demonstrate and drive improvement in VfM throughout the council. The framework has been updated to capture the Council's emerging and developing approach to maximising efficiency and value for money including, but not limited to, changes to performance management and procurement and to capture the important enhanced role of Members to challenge and secure delivery of VFM.

The Audit Commission performs an independent examination of the VfM performance of the council when it carries out the CPA Use of Resources assessment. The council was again awarded 4 stars for its Use of Resources 2008 assessment and within that 3 Stars for the VfM assessment.

For the 2008 assessment a VfM self-assessment was produced and approved by Cabinet in July 2008 for submission to the Audit Commission.

The VfM cost profiles used by the Audit Commission in undertaking the 2008 VfM assessment showed that Sunderland Council's total spending on all services per head of population is slightly above median compared to other Metropolitan Councils. Whilst the reasons for different expenditure levels can be complex, the general reason for our position slightly above the median is that we have greater levels of deprivation than the average Metropolitan Council and suffer from greater population decline, which presents a continual challenge to reduce fixed costs over time.

The success of the council's overall approach to ensuring VfM in the services it provides is evidenced in the fact that Sunderland has had the lowest council tax in the Tyne and Wear region on a consistent basis for several years, and in 2008/09 had the lowest in the North East region for the second year running. In 2008/09, Sunderland's Council Tax also compared favourably to other Metropolitan Councils. This has been achieved despite the requirement to meet significant cost increases in recent years in relation to inflation, equal pay compensation, single status, and waste disposal. As part of the Budget Consultation Strategy the views of citizens have been sought and taken into account in relation to spending priorities and in respect of council tax levels.

Overall the Council has a good track record in improving priority services, with 54% of performance indicators above the average performance of single tier authorities. The direction of travel for all services is positive. The following are indicators of improved VFM:

- 64% of indicators met their target in 2007/08, compared to 55% in 2006/07
- 60% of indicators recorded improved performance in 2007/08, compared to 55% in 2006/07
- The number of residents stating that they are satisfied with the local area as a place to live has improved from 79% in 2006 to 81% in 2007
- The number of residents dissatisfied continued to decrease having been 14% in 2006, falling to 13% in 2007.

The following services record user satisfaction levels of more than four in five residents:

- Libraries (90%)
- Theatres and cinemas (89%)
- Refuse collection (88%)
- Primary schools (88%)
- Beaches (86%)
- Museums and galleries (86%)

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- Secondary schools (86%)
- Street lighting (85%)
- Services to help people feel safe at home (85%)
- Registrars (84%)
- Events in the city (83%)
- Tourist Information Centre (81%)
- Recycling services (80%).

When people were asked if they thought the Council gives local people good value for money those agreeing rose from 33% in 2006 to 42% in 2007.

The Strategic Investment Plan, approved by Cabinet in March 2008, demonstrates the Council's commitment to achieving value for money through the adoption of a robust framework to identify priority projects and programmes to which resources have been directed taking account of key data i.e. performance, satisfaction, perception, known future impacts on demand such as demographics and national policy impacts such as LATS.

The Council engages widely and positively in partnership working to secure VFM for the City of Sunderland. Examples include the development of the City Centre and Sunnyside, Customer Service Centres, Building Schools for the Future and City Academies.

For external funding a comprehensive approach to appraisal of projects and schemes is in place to ensure that schemes accord to strategic objectives and deliver outcomes expected.

Additional investment by the council is targeted at priority services with the aim of achieving improved outcomes for customers and improved performance. Recent examples include:

- Additional investment in job creation and support for economic development and business initiatives
- Investment in the provision of telecare equipment for overnight services and at three re modelled Sheltered Schemes in order to promote independence and allow older people to live in their own homes longer
- Additional investment to create more safe places to play which are accessible to all
- Continued support for Disabled Facilities Grants to enable people to stay in their homes independently for longer.

Examples of strategic developments in recent years include major programmes to regenerate the City and improve services to customers e.g. the Aquatic Centre, Sunnyside / High Street West regeneration and development and Customer Service Centres.

The council has a strong track record of demonstrating the achievement of efficiencies across the whole range of its services:

- The council identifies efficiency savings through its budget and spending plans. The Budget Planning Framework and Medium Term Financial Strategy seeks to minimise the impact on services by maximising efficiency savings through a combined approach of corporate efficiency projects, service and policy reviews and Directorate specific efficiency projects
- Historically, cash limited budgets and the use of restricted inflationary increases have led to efficiency savings being used to both contain budgets within cash limits and provide resources for reinvestment. Targets for efficiency savings have traditionally been set as part of the annual budget process. The 2009/10 Budget has been formulated taking into account the achievement of £11.681m efficiency savings arising through a combination of reviewing back office support and general overheads, maximising income earning opportunities, Service Directorate specific efficiencies and a review of Area Based Grants. Further details of these can be found in the 'Delivery Of Efficiency Targets And Better Value For Money' narrative in individual Portfolio and Service Plan sections of this Corporate Improvement Plan.
- Specific Efficiency Reviews are being undertaken, driven by the Improvement Agenda. Examples include the Business Improvement Programme and a variety of modernisation strategies including the Children's Placement Strategy and the Home Care Strategy
- In addition the council is currently undertaking a range of Corporate Efficiency projects including Voice over Internet Protocol, Corporate Procurement and Water Management. During 2008/09 Corporate projects have generated full year effect savings of £509,000.
- Annual Efficiency Statement (Gershon Efficiency Review) - the Council embraced and responded very positively to the requirements presented through the government's national efficiency review (the Gershon Efficiency Review). The total value of efficiencies achieved for the three years to the end of 2007/08 was £33.195million, exceeding the government target of £18.856million.

The Comprehensive Spending Review 2007 (CSR07) set out a national efficiency target for local government of £4.9billion by the end of 2010/11 equating to 3% cashable savings per annum.

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In order to ensure a successful response to the efficiency requirements of the CSR07, Cabinet agreed the Efficiency Strategy 2008/09 to 2010/11. The strategy is predicated on setting challenging targets for both cash releasing and non-cash releasing efficiencies for the period of the CSR07 as follows:

- 3% per annum cash releasing efficiencies
- 0.6% per annum non-cash releasing efficiencies.

A focus of VfM from 2008/09 continues to include the efficient consumption of material resources, to ensure the City Council manages and reduces unnecessary resource consumption to alleviate the increasing financial pressures of certain commodities (energy, waste, water, road fuels, consumables), as well as reducing the City Council's overall environmental impact. As a starting point, council services will be required to develop a more prudent approach to material resource consumption. To support this, a Carbon Management project is underway, to manage and reduce consumption of carbon-based fuels. Future years will see this approach replicated in other areas of resource consumption that have environmental impacts (e.g. water, waste).

(CIO3/3) Acquiring goods, works and services (*Procurement*)

The council makes decisions about balancing a range of issues in determining how services are provided and how goods, works, services and assets are obtained, through direct employment of staff, contracting with suppliers and service providers or entering into partnerships with the private, public or voluntary, community and social enterprise sectors.

The council, like all other Local Authorities, spends significant amounts on the procurement of goods, services and works. For Sunderland this figure is over £200m per year. Excellent procurement is therefore at the heart of the council's ability to deliver good quality, value for money services, supplies and construction.

All procurement undertaken by the council needs to support the strategies and objectives of the council, deliver value for money and be undertaken in an open, transparent and accountable manner.

The council has a good track record of successful procurement and delivering value for money for its citizens. The council's Corporate Procurement Strategy sets out how the council intends to continue to use procurement effectively to deliver its Vision, Strategic Priorities and underpinning service objectives whilst achieving Best Value.

The Corporate Procurement Strategy is a key element towards providing better, more reliable and responsive services for local people.

(CIO3/4) Using a standard methodology to manage projects effectively (*Project Management*)

The council has adopted the principles of the PRINCE2 project management methodology suitably customised to meet the needs of the council. The use of a standard methodology has developed common standards for project management with clearly defined responsibilities and escalation routes, leading to improved decision making. The increasing maturity in which the council now uses project management has allowed the council to now adopt a programme management approach where a portfolio of projects are managed together to ensure a more focussed approach to customer benefits and the improved management of resources across the council.

The implementation of both the programme management and project management methodologies is supported by a Programme and Project Office (PPO) working jointly with key contacts and project teams in Directorates. This strengthens the work of the PPO by drawing on the experiences and feedback from key officers, to develop an organisational culture that records, shares and learns from previous experience.

(CIO3/5) Delivering the Capital Strategy (*Asset Management*)

With an approximate value of £916 million as at 31st March 2008, land and property holdings are the council's second largest asset behind the workforce in terms of value. As such, physical assets represent a significant opportunity and responsibility.

How the council uses its land and property can have significant implications for a variety of key factors such as employment opportunities, income generation, environmental impact and access to services. All of these and many other factors need to be taken into account when making decisions and considering issues associated with the portfolio of assets. In order to ensure that all appropriate considerations are taken into account an Asset Management Plan is produced for the council. The plan forms the basis for the delivery of the Capital Strategy, identifies the fitness for purpose of existing assets, identifies strategic and service changes impacting on the use of assets and provides a framework for the establishment and implementation of asset reviews.

The council has implemented the findings of the IPF Healthcheck which it commissioned in respect of its approach to strategic asset management. This has resulted in an improved corporate approach to the use of its assets, and to improvements in value for money.

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The Capital Strategy Group and the directorate Capital Boards have been established. These ensure that the council's capital resources are utilised efficiently to deliver the council's key objectives. The Asset Management Plan is the delivery vehicle for the Capital Strategy, and the council has re-structured Property Services to ensure that the strategic asset management function is able to provide property data and technical support to service areas taking decisions regarding service delivery through the property portfolio. A review of the strategic asset management function is being undertaken in conjunction with the Audit Commission so as to ensure continuous improvement and learning

The key strategic functions are;

- The allocation of maintenance budgets to the operational delivery team using prioritised survey data to maximise effectiveness of resources
- Production of individual property asset plans to minimise property related risks e.g. compliance with legislative standards
- The management of property health and safety responsibilities, such as asbestos and legionella risk management and reporting
- Inspection regime on priority property elements e.g. mechanical, electrical etc.
- Energy Conservation Team, delivering efficiencies and a reduced carbon footprint through the Energy Management Review
- Production of Condition, Suitability and Sufficiency surveys
- Prioritised programme for alterations to comply with the Disability Discrimination Act following access audit delivery. (All services are accessible via services management programme implemented in October 2004)
- The procurement of an asset management data base to support efficient production and use of strategic property data.

The focus of the strategic function will be on the delivery of a programme of property reviews that will identify preferred options for the reduction and rationalisation of the portfolio, and that will investigate the opportunity for shared use of premises with partners.

(CIO3/6) Identifying, analysing, controlling and monitoring risks and supporting opportunities (*Risk Management*)

Successful Risk Management enables the council to effectively manage strategic decision-making, service planning and delivery, to safeguard the well being of its stakeholders and is crucial to the achievement of all Strategic Priorities and Corporate Improvement Objectives.

Risk Management is one of the principal elements of Corporate Governance. The process involves identification, analysis, control and monitoring of risks and the maximisation of opportunities that can impact on the council's priorities and objectives. Effective Risk Management will also assist the council in addressing its requirement as part of the Accounts and Audit Regulations 2003.

All Members, employees, service providers, partners and stakeholders are expected to play a positive role in embedding the culture, ethos and practice of good Risk Management in all activities.

There is increasing focus and pressure throughout the Public Sector to demonstrate that effective Risk Management is embedded at all levels throughout the organisation. Its aims are:

- To ensure the council is aware and understands the nature and extent of the risks it faces individually and in partnership working
- To have an effective strategy and robust strategic framework in place to manage those risks effectively throughout the council
- To ensure the Risk Management element of Corporate Governance standards is achieved and to support the Annual Governance Statement
- To ensure that the council mirrors best practice nationally in all aspects of Risk Management
- Everyone, including partners, to effectively manage risk to ensure the council's Strategic Priorities and Corporate Improvement Objectives are achieved.

The council regularly approves the commissioning of a new Corporate Risk Profile (latest 08-09), which is reviewed and updated on a six monthly basis by the Corporate Risk Management Group. The Profile identifies the major risks and opportunities facing the council, outlining current controls, making recommendations to improve their management including allocating responsibilities. The risks are aligned to both Strategic Priorities and Corporate Improvement Objectives The Corporate Risk Management Group's role is to:

- To monitor and review the overall performance of the council in Risk Management.
- Implement, develop and review the agreed Policy and Strategy for the management of risk throughout the council annually
- Ensure there is an effective framework for the management of risk throughout the council including Partnerships

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- Ensure Risk Management is embedded in all corporate business processes
- Develop, monitor and review the Corporate Risk Profile including the associated actions
- Report six monthly to Chief Officers/Cabinet/Audit and Governance Committee in relation to the above
- Provide an annual report to Cabinet/Audit and Governance Committee on the arrangements in place and activities undertaken. This will include proposals for future improvements and developments and include the outcome of the annual review of the Risk Management Policy Statement and Strategy
- Co-ordinate corporate risk management activity
- Review activities of Directorates in relation to their risk management activities including receiving quarterly reports
- Ensure communication links with Directorates are effective
- Assist in providing guidance on Partnership and Project risk management and that the risk management process specifically encompasses significant partnerships to provide the council with appropriate assurances
- Consider bids for utilisation of the risk management fund.

The council has designed and developed an in-house training package, which has been rolled-out across all Directorates and continues to be available for refresh. This is supported by risk management being included as part of the Corporate Induction process and both the production of an in-house risk management magazine RiskWatch and intranet website.

The council produces Risk Profiles for its major partnerships and initiatives/projects such as Building Schools for the Future, Sunderland Strategic Transport Corridor and The South Tyne and Wear Waste Management Project.

(CIO3/7) Establishing robust plans and procedures for dealing with emergencies (*Business Continuity and Emergency Planning*)

The purpose of the Emergency Planning function is to deliver emergency preparedness in the face of current threats. This is achieved principally by means of the preparation of plans and procedures, the carrying out and participation in training and exercising events, liaison and co-ordination.

The introduction of the Civil Contingencies Act 2004 (CCA) provides a statutory framework for civil protection. Monitoring the effectiveness of our activities under the CCA will be achieved through the Comprehensive Performance Assessment (CPA) and Cabinet Office Capabilities Programme.

The council, as a 'Category 1' responder has specific duties in respect of:

- Risk assessment
- Emergency planning
- Business Continuity Management (BCM)
- Communicating with the public
- Sharing information
- Co-operation.

The Act also places a duty specifically on local authorities to give advice and assistance to businesses and voluntary organisations in relation to Business Continuity Management.

A report by the Audit Commission in 2006 reviewed the response to the CCA by Category 1 responders in Tyne and Wear. The report identified a number of recommendations made by the Audit Commission, which have been agreed and taken forward by those involved in the review.

Additionally, feedback from the 2007 CPA inspection identified that the council is:

"Performing well in meeting the requirements of the Civil Contingencies Act 2004"

Emergency Planning in Sunderland has international recognition and during 2008 a delegation from Russia visited the Council to learn how the Council undertakes its Emergency Planning duty. The visit also gave an opportunity to learn from colleagues in Russia involved in Major Disasters such as Beslan.

Business Continuity Plans across the council have been developed and tested. Plans are now being reviewed to meet with the requirements of the recently introduced British Standard for Business Continuity - BS25999.

The Emergency Response Plan has also been updated to ensure compliance with the CCA and is reviewed every six months.

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Following the response to an incident, it is the council's responsibility to lead on recovery issues. The council, during this phase, will work in partnership in the process of rebuilding, restoring and rehabilitating the community. Part of this will be done through Humanitarian Assistance; providing information and psychological and emotional support to those who have been affected by the incident. Both Recovery and Humanitarian Assistance Plans have been developed.

Work continues to embed widespread ownership and responsibility for emergency planning and business continuity throughout the organisation. Directorates have a role to play in establishment of procedures and plans for each of the CCA based duties described above and Elected Members have a duty to provide Community Leadership during times of an incident.

Training for those with a role in an incident is available through the Cabinet Office Emergency Planning College. The Tyne and Wear Emergency Planning Unit also has a programme of annual training which is available to officers who have a role in the response to incidents. Training to Elected Members, Chief Officers and Heads of Service has previously been delivered and is planned again for 2009.

The Northumbria Local Resilience Forum (LRF) has been set up as a requirement of CCA. The LRF has sub-groups to address specific areas of CCA and the council is represented on relevant groups by the Emergency Planning Team or other relevant officer from the council. The Telecommunications sub-group is chaired by the Emergency Planning Team.

To ensure local multi-agency working, the Sunderland Resilience Group (SRG) has been formed and to discuss emergency planning matters. The group is made up of relevant Category 1 and 2 responders, as well as other organisations such as Sunderland Association Football Club, Sunderland University and The Bridges and Galleries shopping centres.

(CIO3/8) Using the outcomes and findings of audits to improve services (*Audits*)

The council is subject to regular internal and external audits. The principal objective of these audits is to provide assurance to the council and the public regarding the council's governance arrangements and internal control environment, and to assist management in delivering the objectives of the council. To this end it is the responsibility of auditors to identify:

- Whether operations are being carried out as planned and objectives and goals are being met
- The adequacy of systems established to ensure compliance with policies, plans, procedures, laws and regulations, i.e. rules established by the management of the organisation, or externally
- The completeness, reliability and integrity of information, both financial and operational
- The extent to which the council's assets, data and interests are properly accounted for and safeguarded from losses of all kinds, including fraud, corruption, waste, extravagance, abuse, ineffective management and poor value for money
- The economy, efficiency and effectiveness with which resources are employed.

The Council uses the results of these audits to reduce risks and improvement performance.

(CIO3/9) Delivering CPA improvements and preparing for CAA (*CPA/CAA*)

The Comprehensive Performance Assessment (CPA) was introduced in 2002, during which time the council has received two Corporate Assessment inspections of the whole council (in 2002 and 2007) and annual assessments of its Use of Resources and key services. The Direction of Travel judgement assesses the prospects for improvement based on our track record of sustaining improvement and our future plans. Throughout this period the council has identified and implemented a series of improvement themes and actions to both prepare for, and respond to the findings of, the various inspections and assessments. These are contained within the Sunderland Strategy, Corporate Improvement Plan and individual service plans. This approach has helped ensure that the council delivers continuous improvement in services and of maintain its 4 star (previously 'Excellent') status and the Direction of Travel judgement that it is improving well.

From April 2009 Comprehensive Area Assessment (CAA), will replace CPA. During 2009/10 the council and its partners will receive the first Area Assessment narrative judgement. Draft CAA guidance indicates that this will be in November 2009. Key to the success of CAA is ensuring the council and its city-wide partners in the Sunderland Partnership deliver the Sunderland Strategy and the LAA. These are outcome focused recognising the challenges and ambitions for the city. The council is working with the Sunderland Partnership to ensure the necessary governance, accountabilities, and performance management is in place.

An IDeA LSP Peer Review undertaken in 2008 has identified 17 actions and interventions for the council and Sunderland Partnership to support and efficient and effective LSP.

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Under CAA an Organisational Assessment of the Council will also report in November 2009. This will include a Managing Performance element and an expanded Use of Resources assessment. The Use of Resources Assessment will include the value for money judgement and will encompass financial reporting, financial monitoring, and corporate governance. Use of Resources under CAA will also include assessments of Natural Resources, Asset Management and Workforce. The council has developed a self-assessment framework against the Use of Resources key lines of enquiry for the purposes of improvement planning.

(CIO4) IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

(CIO4/1) Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA (*Quality of Life*)

The Sunderland Strategy 2008-2025 developed by the Sunderland Partnership provides the overarching strategic framework for the development of the city. As a key member of the Partnership, the council has placed the five Strategic Priorities of the Sunderland Strategy (Prosperous City; Healthy City; Safe City; Learning City; Attractive and Inclusive City) and the four cross cutting priorities (Inclusive Communities, Sustainability, Culture and Housing) at the heart of its activities.

The council established two agreements with central government to deliver priorities within the previous Sunderland Strategy (2004-2007). A second Local Public Service Agreement for the city (LPSA2) covered the period April 2005 to March 2008 (though the end date for some targets extended into 2008/09 due to data measurement and collection timescales). The agreement included 12 challenging targets for improving the quality of life in the city and 'narrowing the gaps' between the most and least deprived in the city. The targets sought to enhance outcomes against the Strategic Priorities in the Sunderland Strategy including reducing crime, improving the environment, improving health and increasing economic prosperity. A performance reward grant will be payable by central Government for those targets where performance has exceeded 60% of end target.

The council has also developed a Local Area Agreement 2008-2011 (LAA) with Government. The LAA covers three Themes: Prosperous and Learning City; Healthy City; Developing High Quality Places to Live. These themes reflect the Strategic Priorities of the Sunderland Strategy and provide the short term focus for partnership activity and resource allocation. The emphasis for the LAA is the things that matter most to local people and which present barriers to the achievement of our vision for the city. It also sets the framework for targeting activity at priorities and the development of further, improved joined up working at a local level

(CIO4/2) Developing a strong Sunderland Partnership (*Local Strategic Partnership*)

Sunderland has a well established Local Strategic Partnership - The Sunderland Partnership. There is a strong and genuine sense of commitment from partners and elected members of the Council that the Partnership can play a pivotal role in delivering a step change in the quality of life of local people.

As part of the ongoing review and development of the Sunderland Partnership the Council and City partners commissioned an IDeA Peer Review of the Partnership to evaluate its progress and to identify what needed to be put in place to maximise the value of partnership working across the city and to ensure the Partnership was fit for purpose to delivery the new Sunderland Strategy and Local Area Agreement.

Implementing the recommendations of the Peer review will support improved governance, partnership working, performance management, public engagement and commissioning of services across all five strategic priorities for the City.

Furthermore, Sunderland's LSP is represented on 'LSP futures' a group which includes representation from a number of LSP's, which is working to identify and share best practice in LSP's and to inform government strategy, policy and practice.

(CIO4/3) Developing and maintaining strong partnerships (*Partnerships*)

The council is involved in a variety of partnerships that sit alongside the city's Local Strategic Partnership. Together with its partners, the City Council has developed an International Strategy for Sunderland bringing a co-ordinated and strategic approach to international activity across the city, to ensure the international dimension supports partners in achieving the vision for the city as set out in the Sunderland Strategy. Within this context, Sunderland is working with its international partners and within European networks to open up new opportunities for business, generate learning opportunities for children and young people, enhance cultural provision, and provide opportunities to exchange experience as well as raise the profile of the city. These include the city's Friendship Agreement with Washington DC, its European twin towns of Saint-Nazaire and Essen, developing relationships in China, and membership of the EUROCITIES network.

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Developed as a consultative draft in October 2006 and formally endorsed in October 2008 by Cabinet and the Sunderland Partnership Board, the International Strategy has brought genuine partnership working across the city to this area of work for the first time.

The City Region Partnership includes Tyne and Wear, Northumberland and County Durham councils and works towards the main policy areas which have been assessed as making the most sense to develop at a City Region level, such as: Economic regeneration; Skills and Employment, and Transport. Sunderland also plays a key role in the Area Tourism partnership for Tyne and Wear, which is a private and public sector initiative.

The council's partnership working extends from a strategic level right through to service delivery with examples including pooled budgets with the NHS to deliver Community Equipment Services and the Community Mental Health Partnership, and of joint staffing of initiatives such as the Drugs Action Team (LA/TPCT) and Job Linkage (LA/ Jobcentre). The Sunnyside Partnership and Sunderland ARC are strong partnerships that are delivering significant changes to the structure of the city and helping to raise the cities aspirations and ambitions.

(CIO4/4) Improving the city's image (*Image*)

Continuing work to enhance the city's image to support the attraction and retention of new residents, businesses, visitors and students and attract more inward investment has seen some major achievements. The council has worked with city partners to embed the Sunderland Image Strategy in policies and practice through the development of a partnership image toolkit and the establishment of a city marketing partnership. The production of a new city marketing strategy currently being consulted upon will set the parameters for strategic work to reinforce the city's position and marketing activity for the future. Other work has included developing a major campaign to inform and reinforce local pride in the city, the creation of the first city website and associated marketing collateral for forthcoming campaigns, as well as a successful Public Relations campaign that has brought national and international media profile for the city. The next stage is the approval and adoption of the marketing strategy and action plan and ensuring other closely associated initiatives such as the development of an economic masterplan and the action plan on "legible city" policies are aligned. The council has led on the development of the city's residents' magazine, Sunrise, in response to what residents have told us, with partners, and achieved increased satisfaction rates both the magazine and the general information and new tools, such as an A-Z of services and a summary annual report provided to all residents. In responding to current economic climate, the City Council has also embarked upon a campaign to maintain and enhance confidence in the city both to provide resilience during the economic downturn and prepare for recovery.

FINANCIAL OVERVIEW

The following overview provides background on the management of the finances of the council. It sets out the issues affecting the preparation of the Revenue Budget and Capital Programme for 2009/10 and provides an indication of the likely financial issues facing the council in the medium term.

Managing the Finances

The council has a range of indicators, which it has used to assess how well it is doing in managing its resources and providing value for money including:

- Within the overall CPA assessment is a section on 'Use of Resources' where the Audit Commission make an independent assessment of how well the council is using its resources. The council was awarded the top rating of 4 stars for its Use of Resources in 2008 and within that assessment, 3 Stars for the Value for Money (VfM) assessment
- Sunderland has had the lowest Council Tax in the Tyne and Wear sub-region on a consistent basis for several years, and in 2008/09 had the lowest Council Tax in the North East region
- The Audit Commission reports annually on the general financial health of the council. The latest report stated that 'The council continues to deliver good value for money as a result of strong financial management, and once again achieved the maximum overall score in our use of resources judgement'

Further detail on the council's approach to VfM and how the council's performance compares to others is set out earlier in this chapter in section 'CIO3/2 - Ensuring services are provided in the most efficient, economic and sustainable way' on page 51.

Revenue Budget

The aims in setting the Council Revenue Budget for 2009/10 were to address:

- Significant cost commitments
- The impact of the volatility of financial and other markets and the economic downturn.

through the identification of efficiencies which minimised the effect on front line services while seeking to increase investment in specific high priority areas through the provision of limited additional resources. These aims have been achieved although there have been significant issues which have had to be taken into account in reaching the final budget position. These are summarised below:

Local Government Finance Settlement

The local government finance settlement has a major bearing on the Revenue Budget which the council sets. This is because the settlement gives details of what central government grant support will be received by the council.

In December 2007, the government announced its first three-year settlement covering the period 2008/09 through to 2010/11 and included indicative settlements for 2009/10 and 2010/11. The government has stated that this is to provide local government with a predictable and stable financial position for the planning of services. The final settlement for 2009/10 was announced in January 2009.

The final 2009/10 settlement:

- Continued to base the Revenue Support Grant Allocation on the four block government grant system
- Continued the approach to funding schools and schools related expenditure through the Dedicated Schools Grant
- Represents the second year of the three year settlement announced in December 2007 which at that time included indicative settlements for 2009/10 and 2010/11
- Continues the approach of transferring existing specific grants into the Area Based Grant mechanism which was created in the 2008/09 settlement.

These aspects are explained further below:

Revenue Support Grant - the Four Block System

The Four Block System on which the Revenue Support Grant settlement is made up of:

- Relative Needs Block - this utilises Relative Needs Formulae for service blocks including Children's Services, Adult Services, Highways, Environmental, Protective and Cultural Services (EPCS), and Capital Financing. The formula for each service block is based on an amount per client with top-ups to reflect local circumstances such as deprivation
- Relative Resource Amount Block - this takes into account the different capacity of local authorities to raise income from Council Tax
- Central Allocation Block - this element is based on an amount per head of population

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- Floor Damping Block - this is intended to ensure that all Authorities receive a minimum grant increase in line with the Government's proposals for each type of Authority. This is paid for by scaling back the grant increase for other Authorities, which under the formula are to receive above the minimum increase. The effect of scaling back the settlement for Sunderland Council is a reduction in grant of £1.675 million in 2009/10 and £1.344 million in 2010/11.

The increase in Central Government Formula Grant for Sunderland for 2009/10 is 2.16% (nationally 2.84%) with an indicative increase for 2010/11 of 1.84% (nationally 2.65%).

Dedicated Schools Grant

The government provides a separate allocation of funding for schools through a ring-fenced Dedicated Schools Grant (DSG). Non-schools Education services are still financed through the General Formula Grant system.

The main features of the schools funding settlement for 2009/10 are:

- The DSG for Sunderland is provisionally estimated to increase in cash terms by 2% in 2009/10 (nationally 3.3%) and 2010/11 (nationally 4.1%). Pupil numbers submitted to the DCFS in February each year will determine the final allocation. The estimated lower than national average increases reflect the generally falling school rolls experienced in Sunderland schools. In order to protect Authorities with sharply falling school rolls a minimum cash increase in DSG of 2% has been established
- Significant sums have been earmarked for nationally promoted specific initiatives including funding to support personalisation of teaching and learning; improving the rate at which children progress, and extending access to nursery provision
- In common with recent years the government has prescribed a Minimum Funding Guarantee (MFG) at school level based on a percentage uplift per pupil. The MFG has been set at 2.1% per pupil for 2009/10 and 2010/11 and assumes efficiency gains of 1% in each year.

Area Based Grant

A new Area Based Grant was created as part of the first three-year Local Government Finance Settlement (for the period 2008/09 to 2010/11) into which a range of existing specific grants were transferred, the aim being to relax the controls over some of its specific grant funding so that councils have more freedom and flexibility in how this funding is utilised.

Whilst the Area Based Grant is not ring-fenced, it does provide more flexibility in how the funding can be used by the council. However each of the grants that have been included within the Area Based Grant previously came with clear grant conditions and performance expectations and in the majority of instances these performance expectations still remain and will be considered through the Comprehensive Performance Assessment, Comprehensive Area Assessment and other service based inspections.

Accordingly, the Area Based Grants were passported through to their host Portfolio / Directorate for 2008/09 and a review has been undertaken during 2008/09 to seek to ensure value for money and their allocation in light of any changes in priority and performance targets and expectations.

The council's allocation for Area Based Grant for 2009/10 and 2010/11 is set out below. The amount of Area Based Grant is to increase in the final year of the settlement as the Supporting People grant, will transfer into the Area Based Grant from 2010/11.

2009/10	£28.0 million
2010/11	£39.0 million (includes Supporting People £11.3m transfer)

The Area Based Grant allocation includes the **Working Neighbourhoods Fund** which replaced the Neighbourhood Renewal Fund (NRF) from 2008/09. The grant is intended to be used to address worklessness and to promote economic development within the more deprived areas. A Working Neighbourhoods Strategy was approved by Cabinet in December 2008.

The methodology used by government to distribute WNF is currently under review, however the council's provisional allocations for the next two years are:

2009/10	£10.499 million
2010/11	£11.024 million

Other Special Grants

The government also introduced some new special grants in 2008/09 which remain outside of the new Area Based Grant. The special grants are intended to help meet service pressures and address new legal responsibilities with the main grant being the Social Care Reform Grant. This was introduced to support councils with adult social services responsibilities to redesign and reshape their services and systems to enable them to deliver service transformation. The allocations for Sunderland for the next two years are:

2009/10	£1.288 million
2010/11	£1.580 million

Economic and Cost Pressures

The budget for 2009/10 has been prepared taking account of the current economic conditions and increases in costs. Issues which have needed to be considered include:

- The volatility of financial markets reflected by the bank Base Rate reducing from 5.25% in March 2008 to 1.00% in February 2009, with the prospect of further reductions during 2009/10. The interest rate reduction has a major impact on the return on council deposits, which impacts on the level of income available to support the council's Revenue Budget
- The impact of the economic downturn on the council's ability to generate capital receipts from the sale of surplus assets as demand for development sites has reduced. The reduced capacity to generate capital receipts has a direct impact on the resources of the council's capital programme
- The significant volatility of utility prices in recent years. While the price of a barrel of oil has reduced from around \$150 in July 2008, to around \$44 in February 2009, the council has faced a significant rise in energy costs generally from the 2007/08 levels. The decrease in the price of oil is feeding through to the price of other forms of energy, but the sustainability of the current prices remains uncertain as oil producers consider options to reduce supply.

In setting the 2009/10 budget specific attention has been given to:

- The need to ensure that services directed at, and most needed to address the impact of the economic downturn, have the necessary resources to proactively tackle the issues which emerge and respond to the demands as they occur
- The need to identify funding to support new initiatives to address the impact of the economic downturn on residents, businesses and communities within Sunderland
- The need to identify, and take into account, the impact on the council's domestic financial position in the short and medium term, as well as take sound decisions to enable the council to take advantage of opportunities that may arise during the downturn and position the council to enable the city to drive forward it's economic recovery as the upturn occurs.

There are four key mechanisms through which the council is seeking to respond to the economic downturn in financial terms:

- The proposed use of the Working Neighbourhoods Fund as set out in the Working Neighbourhoods Strategy
- Ensuring the necessary financial support to enable the council to respond to the impact of the economic downturn on Sunderland, its residents, business sector and communities
- The significant capital investment proposed in the Capital Programme 2009/10 and the individual schemes therein
- Bolstering existing services that are or will be subject to increased demands, and provide additional provision to tackle the effects of the downturn.

Budget Consultation

Consultation on the budget has taken place with stakeholders including Trade Unions, Head Teachers, Governors, the Schools Forum, the Youth Parliament, Independent Advisory Groups and the North East Chamber of Commerce. An elected member workshop was held in November 2008.

In addition, the council engaged in consultation with residents of Sunderland who are members of the City of Sunderland's Citizen's Panel - 'Community Spirit' - using two distinct approaches:

- The first element involved the completion of a questionnaire designed to identify relative priorities and preferences. Community Spirit members were asked through the survey to rank spending pressures in priority order

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- The second element involved four focus groups held in different locations throughout the city at which members of the Citizens Panel were provided with enhanced information to assist them in considering potential budget implications. The groups were asked to rank, in priority order, a variety of spending pressures, taking account of varying levels of resource scenarios. The aim was to enable a more in depth analysis of local residents' views to be ascertained for those areas
- Feedback from all of the consultation undertaken has been taken into account in formulating budget proposals which, when taken alongside outline plans for use of specific grants and other initiatives and plans in train, fully recognise the priorities identified and allocate additional resources to address these issues.

Efficiency Savings

The stringent nature of cash limits set as part of the Budget Planning Framework requires efficiency savings to be identified and used to enable Directorates to keep within cash limits.

In addition, as part of the 2009/10 budget process, all Directorates provided details of the impact of effecting efficiency savings. This included drawing on efficiency savings arising from policy and service reviews, and through modernising and improving services across the council.

The efficiency savings were assessed against the following criteria:

- Efficiency savings to have no material effect on policy or front line services except where already approved by cabinet and/or council
- To minimise the effect on job losses and seek to ensure, so far as possible, no compulsory redundancies.

In addition to Directorate specific efficiencies there are a number of Corporate Efficiency Projects underway, and a range of service improvement projects which are being taken forward as part of the Council's Improvement Agenda. It is anticipated these will generate savings in 2009/10 and beyond.

A review of all Area Based Grants has been undertaken to seek to ensure value for money and the resources are allocated in light of any changes in priority and performance targets and expectations. This review identified efficiency savings of £1,946,000 and these savings have been used to assist in balancing the budget for 2008/09.

The 2009/10 Budget has been formulated taking into account the achievement of £11.681 million efficiency savings with the focus on back office / support services, income generation and reducing overheads. Further details can be found in the individual Portfolio and Service Plan sections of this Corporate Improvement Plan.

For 2009/10 the government has introduced amending regulations that require councils to include information about efficiency performance on the face of the council tax bill and in the accompanying demand notices. This includes information in relation to this council and the Tyne and Wear Fire and Rescue Authority.

Additional Investment

Additional revenue and, where appropriate, capital funding, has been allocated to address some of the council's spending pressures following the consultation with representatives of the local community and other stakeholders. A review of services previously provided through NRF, for which funding was no longer available, identified a number areas which are of such a high priority so as to warrant continued mainstream funding. Areas of additional investment are shown below aligned to the Corporate Improvement Priorities:

Prosperous City

- Provision for Economic Development to enable the council to support job creation activities in the city
- Utilisation of the Working Neighbourhoods Fund to implement the twin themes of 'Assisting People into Work' and 'Boosting Enterprise' in accordance with the Working Neighbourhoods Strategy.

Healthy City

- Additional provision in recognition of the need to invest resources in preventative and community based services and to assist in funding fees for independent care providers for residential, nursing and other social care services in order to help ensure that capacity is retained within the independent care market
- Additional provision for fees for independent care providers for children's social care
- Additional funding to support a pilot of free swimming for under 16's and over 60's, and funding for the running costs of Silsworth swimming pool which will enhance local participation opportunities in physical activity and learn to swim programmes
- Mainstream funding to enable continued joint working with the PCT (formerly funded through the NRF) to support the regulation of smoke free environments.

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Safe City

- Additional provision to assist in the recruitment and retention of foster carers to improve the outcomes for children in care
- Funding to develop and spread the availability of mobile youth facilities to help further reduce anti social behaviour in local communities
- Funding to support the continuation of the Restorative Justice project, which aims to educate offenders on the impact of crime on the public, and the Phoenix project which aims to educate young people about the risks of fire and fire setting
- Additional funding to support the provision of security measures for small retailers, increase capacity to target prolific neighbourhood offenders and protect high risk domestic violence victims
- Mainstream funding to enable the continuation of existing CCTV installations (formerly funded through the NRF).

Learning City

- A provision to enable the enhancement of the existing festivals and events programme and the development of new events.
- Targeted provision to further develop and support personalised learning for all pupils.

Attractive and Inclusive City

- Mainstream funding to enable the continuation of the Shopmobility project (formerly funded through the NRF) to all people to participate as active and equal citizens
- Mainstream funding to enable the continuation of a coordinated approach to community development (formerly funded through the NRF) and resource to enable the development of one identified voice for the Voluntary Community Sector ie one Community Empowerment Network in the City
- Funding for a range of high priority housing related issues (formerly funded through the NRF) including homelessness, warm homes, anti social behaviour and neighbourhood renewal
- Provision of funding for additional Enforcement Officers to address environmental crimes such as litter, dog fouling etc. which will increase the number in the proposed five areas of the city to 3 each (15 in total)
- Additional investment to enable the replacement of the 'Kerb It' black box with a wheeled-bin in recognition of the wishes expressed by residents through a range of consultation feedback over recent years
- Prudent provision for the Waste Disposal Strategic Solution to enable the implementation of the council's policy of minimising use of landfill as a means of waste disposal in the future
- Provision to enable the development of Independent Advisory Groups and the rollout of the ARCH (Agencies Against Racist Crime and Harassment) system to partners across the city
- Funding to strengthen the support provided to Area Committees and new Area Arrangements
- Provision to support a public campaign to promote sustainability issues and to develop measures to address the council's own waste
- Funding to continue to address the backlog of highway and footway maintenance
- Provision to support the requirements of the Local Development Framework.

Customer Focussed Services

- Additional provision to conduct service reviews that will strengthen the internal challenge and review of services to ensure that they are delivering best value and are focused on the needs of customers
- Funding to ensure the satisfactory completion and operation of job enrichment arrangements as part of the implementation of Phase 1 of the Single Status Agreement and consideration of service transformation opportunities as part of the implementation of Phase 2.

Efficient and Effective Council

- Provision to enable the council to promote the availability of the services it provides and to market the city
- Additional investment in procurement to enable category management arrangements to be introduced to secure significant corporate and directorate based procurement savings in the future.
- Provision to strengthen the council's business continuity arrangements which is a high priority for the council and a feature of the CPA/CAA process
- Earmarking of funding to protect against the effects of the economic downturn on council services. Although the presumption is that where income reduces, costs will be reduced by the same amount, this may not always be possible in all cases, and may not be considered to be in the longer term interests of the council

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- Funding to address the repairs and maintenance priorities of council's assets
- The provision of additional Occupational Health Unit funding to enable a reduction in the waiting times for physician appointments to enable earlier resolution of sickness cases.

Improving Partnership Working

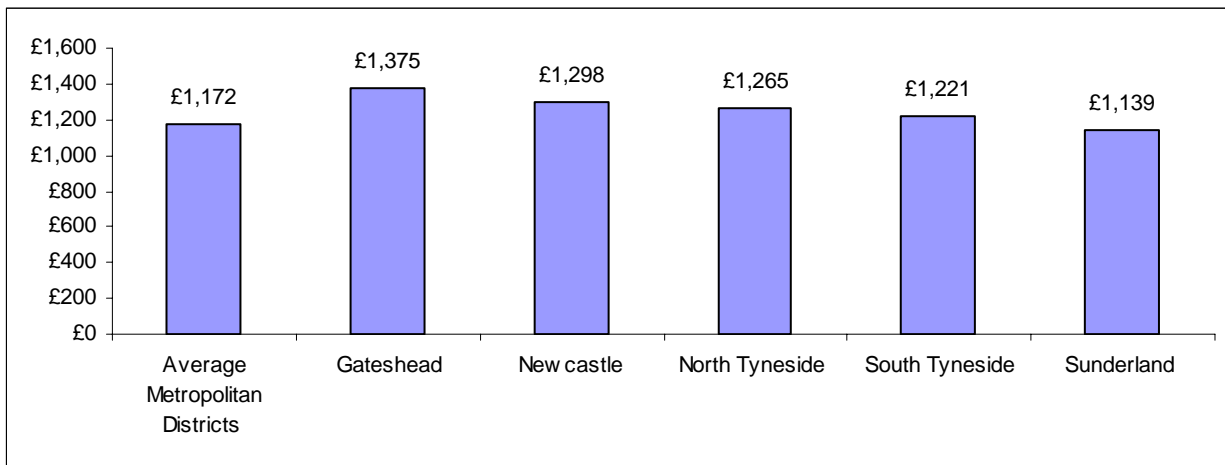
- Provision to enable a more joined up approach across partners to marketing services
- Pump priming funding to enable the continuation of operational support to the Local Strategic Partnership (formerly funded through the NRF) in order to lever in support from other partners.

Council Tax Increase

The local government finance settlement for Sunderland provided for an increase in Central Government Formula Grant of 2.16% for 2009/10. The council's total budget requirement provides for increased spending of 2.43% in order to avoid the need to cut back on services and enable improvement in the specific areas identified above. The council has drawn on £3.496m of its available balances to address various spending pressures including an additional revenue contribution to fund the capital programme.

The council is recommended to increase Council Tax by 2.90% (2.87% including the Police and Fire Authority precepts). In recent years Sunderland has consistently had the lowest Council Tax in the Tyne and Wear area, and in 2008/09 had the lowest in the North East region. This reflects the prudent approach that the council has taken when setting budgets. Indications are that for 2009/10 our Council Tax will again be the lowest in Tyne and Wear.

Council Tax at Band D 2008/09



General Balances

Uncommitted general balances are estimated to be £8.000 million at 31st March 2010, after taking account of a sum of £3.496m to support the 2009/10 Revenue Budget.

In accordance with best practice an analysis of the major financial risks has been undertaken in order to inform the level of balances deemed necessary.

Part 2 of the Local Government Act 2003 requires the City Treasurer to report upon the robustness of the estimates and the minimum level of reserves. The City Treasurer places reliance on information provided by other officers of the council as part of the budget setting process. This process involves reasonable checks and verification, which are undertaken in accordance with the overall system of internal control to validate the information provided. Specific reference is made to the following information:

- The Medium Term Financial Position
- The outcome of budget consultation
- The Statement of General Balances
- The level of major earmarked reserves e.g. Delegated Budget Surpluses.

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- A risk analysis covering inflation, debt charges, investment interest, contingencies, risk management, financial planning, revenue budgetary control, reductions to the Revenue Budget, Capital Programme implications, availability of other funds and the impact of the economic downturn.

Based upon the above analysis, the Revenue Budget is considered robust and the level of reserves is considered to be adequate for 2009/10 after an assessment of the financial risks and future plans of the council have been taken into account.

Medium Term Financial Position

In considering the Revenue Budget for 2009/10 it is important to have regard to the medium term position, covering 2010/11 through to 2012/13. There are a number of assumptions included in the Medium Term Financial Strategy and a range of scenarios which may emerge. Those particularly significant commitments, which have been considered when estimating the resources position for future years are set out below:

Spending Pressures

▪ Pay and Pensions

With regard to pay awards, the government has previously indicated that they expect public sector pay awards to be no higher than 2.0%. However, that policy direction has not yet been refreshed in light of the significant changes to the economic position which has been experienced over the past 5 months. Given the significant downturn in inflation (RPI as at December 2008 was 0.9%), lower pay awards can be expected, and potentially, significantly lower. However, it is prudent to plan on the basis that pay awards will exceed general government grant settlements over the medium term. Prudent provision has been included on this basis.

Prudent provision continues to be made for the implementation of Phase 2 of the Single Status Agreement.

With regard to pensions, the next actuarial review is planned for 31st March 2010, the results of which will be implemented in 2011/12. Whilst the significant economic downturn can be expected to have impacted negatively on the funding level of the Tyne and Wear Pension Fund, the actuarial review is not for another 14 months, and the outcome can not be prejudged. There are a range of factors which could affect the outcome, both positive and negative. The position will be kept under review, but at this stage a prudent estimate of additional costs have been factored into the medium term position.

▪ Debt Charges and Revenue Consequences of Capital Expenditure

The prudential framework for the control of local authority capital expenditure provides flexibility to borrow to fund capital expenditure. A limited amount of prudential borrowing has been provided for within the medium term financial position. The level of government support within the revenue support grant settlement and the expectations of individual government departments to see a certain level of capital investment in the areas they are responsible for continue to place constraints on local authorities. Allowance has been included on the best information to meet anticipated government supported borrowing.

With regard to the revenue consequences of capital expenditure, other than financing costs, the medium term planning assumption is that these will be met from within Directorate cash limits. For major corporate developments additional provision may be included in the Medium Term Financial Strategy.

▪ Passenger Transport Levy

Prudent provision has been included for the PTA levy in future years.

▪ Waste Disposal

The impact of increases in the costs of waste disposal have been factored into the Medium Term Financial Strategy including landfill tax, volume of waste and recycling requirements and the need to address a significant estimated affordability gap associated with the Waste Disposal Strategic Solution. The provisions for waste disposal in the short to medium term will continue to be affected by the annual increases in landfill tax (£8 per tonne until 2010/11) and the need to continue to make progress in the area of recycling.

▪ Adult Services Demand and Performance Issues

The increasing longevity of the national and specifically, the city's, population continues to place pressure on Adult Social Services budgets and indeed health budgets generally. In addition, client expectations and demand for support which enables them to maintain independent living is requiring reconfigured services and the growth in establishing and operating individualised budgets to meet client care needs will create transitional pressures.

SUNDERLAND CITY COUNCIL

These factors have been recognized in the Adult Social Care Vision for 2025 and have been factored into the 3 year delivery plan which will be refreshed as the Strategy is implemented. The financial implications have been considered in preparing the 2009/10 Revenue Budget and have been considered in the Medium Term Financial Strategy.

The government is currently undertaking a review of how Adult Social Care is funded and the results will be factored into the Medium Term Financial Strategy when known.

Funding

▪ **Spending Review 2007 and Future Spending Reviews**

The Spending Review 2007 has set out indicative funding in terms of general and special grants for 2010/11. The indicative settlement has been factored into the Medium Term Financial Strategy.

Given the economic downturn, much lower settlements can be expected for the next Spending Review, likely to cover the period to 2012/13. Prudent assumptions have been made regarding future government grant funding.

▪ **Impact of European Funding Changes**

The North East, in common with other regions, has experienced a fall in the quantum of European funding and the impact of changes in the way funding is distributed. Whilst the impact of the reduced funding has largely been accounted for within the council's overall position, every effort will continue to be made to maximise funding from this source consistent with addressing the council's Corporate Improvement Priorities.

▪ **Outcome of the Lyons Review - Developments in Local Government Finance**

The final Lyons Report 'Place-shaping: a Shared Ambition for the future of Local Government' was published in March 2007 and contained numerous recommendations for both central and local government. Specific recommendations were made for different sectors and services with the overall view that local and central government should pursue a developmental approach to reform and that flexibility is more important than the balance of funding. Whilst the government initially ruled out the implementation of certain recommendations, it did indicate that these would be kept under review and brought forward if appropriate over the medium term. Specifically, the government has already reformed Empty Property Business Rate Relief, though has provided temporary relief to reverse these reforms for small businesses in light of the economic downturn, and a bill has been published to introduce a supplementary business rate by 1st April, 2010.

The recommendations and any action planned or taken by government, will be kept under review and incorporated within the Medium Term Financial Strategy as appropriate.

▪ **Maximising Efficiency Savings**

The Comprehensive Spending Review 2007 (CSR07) set out a national efficiency target for local government of £4.9billion by the end of 2010/11 equating to 3% cashable savings per annum.

In order to seek to ensure a successful response to the efficiency requirements of the CSR07, Cabinet agreed the Efficiency Strategy 2008/09 to 2010/11.

The strategy is predicated on setting challenging targets for both cash releasing and non-cash releasing efficiencies for the period of the CSR07 as follows:

- 3 % per annum cash releasing efficiencies
- 0.6% per annum non cash releasing efficiencies.

In light of the outlook, it is vitally important for the council to continue to identify and maximise efficiency gains and savings. The Medium Term Financial Strategy sets stretching targets for future efficiency savings.

Overall Outlook

The table below sets out a range of Net Budget Requirements for each of the next three years. They are based on a range of assumptions.

	2010/2011 £m	2011/2012 £m	2012/2013 £m
Net Budget Requirement	256.1 - 258.1	263.7 - 267.8	271.5 - 277.9
% increase	2.8% - 3.6%	3.0% - 3.8%	3.0% - 3.8%

SUNDERLAND CITY COUNCIL

Clearly there is a wide range of potential Net Budget Requirements for 2010/11 and future years. This reflects the very significant uncertainty, principally related to the economic downturn, and the volatility of the financial and other markets. These uncertainties include:

- The length and depth of the economic downturn
- The level of inflation both in relation to specific goods, services, commodities and generally;
- The level of pay awards
- The results of the actuarial review of the pension fund and future changes which may be made to pension arrangements e.g. cost sharing
- The level of government funding through general grant, area based grant and specific and special grants
- The increasingly downward pressure on the level of Council Tax.

The wide range of net budget requirements potentially requires a range of options to be explored and if necessary implemented to meet the demands placed on the budget, including:

- Reducing the base budget through maximising efficiency savings, implementing alternative financing options, incurring capital expenditure on an invest to save basis, or reducing services
- Generating additional income including through maximising resources via external funding streams
- Ensuring effective exit strategies are in place in relation to services funded by time limited external funding
- Working with partners and utilising technology to implement more efficient models of service delivery and thereby reducing costs
- Identifying areas of priority for additional investment if resources are available.

As stated above, there are many uncertainties. Given the estimated levels of future Total Budget Requirements, the position is tight, with no room for growth and an identified need to maximise efficiency and other savings. On this basis, the budget is nevertheless sustainable in the medium term, with the use of some or all of the options identified above.

Capital Programme - Investing for the Future

The council's capital programme sets out future investment plans. Schemes are prioritised using an investment appraisal process. The council can fund capital expenditure by borrowing, utilising government grants and proceeds from the sale of assets and contributions from its Revenue Budget. The amount of capital expenditure funded by borrowing has been regulated by a prudential code published by CIPFA which all local authorities must follow. This requires capital spending plans to be affordable, sustainable and prudent. As a control mechanism, all authorities are required to set and monitor a number of prudential indicators.

For 2009/10 the council is planning to spend £112.4 million, full details of which are set out in the Corporate Improvement Plan. The major projects are set out below aligned to the Corporate Improvement Priorities:

Prosperous City

- Investment to support economic development and business initiatives
- Investment in Washington Managed Workspace which will develop high quality managed workspace at Turbine Business Park
- Continued development of Sunnyside area of the City Centre
- Investment in high priority works within the City Centre including physical infrastructure improvements
- Investment to commence the software city initiative with world-class telecommunications infrastructure and business premises.

Healthy City

- Construction of new 25 metre swimming pools at Hetton and Silksworth
- Development of Grindon Mews to provide services for people with severe learning disabilities and to assist people with physical disabilities requiring re-ablement skills
- Continued support for Disabled Facilities Grants to provide adaptations to disabled / elderly persons properties to enable people to continue live in their own homes for longer
- Investment in extra care housing with developments at Woodlands, Washington, Moorhouse, Hetton le Hole and the Racecourse Estate, Houghton le Spring
- Construction of a large City Adventure Centre and development and refurbishment of 28 play areas.

Safe City

- Investment in a review of subways in order to enable a rolling programme of remedial works to commence.

Learning City

- Continuation of works to provide new or refurbished schools through the BSF wave 1 programme benefiting, Academy 360, Redhouse Academy, Castle View Enterprise Academy, Washington, Biddick and St Robert of Newminster RC Schools together with an ICT refresh at Sandhill View School
- Replacement of St Josephs Primary School as part of the Council's Primary Strategy for Change Programme
- Continued development of Extended school facilities
- Provision of external play equipment and refurbishment to early years settings to improve the learning environment
- A programme of improvements to support the Wearmouth / Jarrow bid for World Heritage Site status.

Attractive and Inclusive City

- Continued development and maintenance of road networks and the preparatory works in respect of the Strategic Transport Corridor
- Investment in the city centre's cultural and visitor attractiveness
- Area Renewal works in Eppleton, Castletown, Hendon and Hetton Downs
- Provision for deconstruction of the Central Car Park
- Investment to enable the replacement of the 'Kerb It' black box with a wheeled-bin in recognition of the wishes expressed by residents through a range of consultation feedback over recent years.

Customer Focussed Services

- Investment in the Business Improvement Programme, to improve the efficiency and effectiveness of the services received by customers and how customers access those services
- Phase 2 of the Revenue and Benefits system upgrade to improve customer access choices including web access to account information and e-form completion.

CITY OF SUNDERLAND
REVENUE ESTIMATES 2009/10

GENERAL SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
74	4,232,553	2,951,297	3,797,721	Leader / Deputy Leader	3,574,660
139	25,516,613	7,069,660	8,419,748	Resources	7,415,665
217	72,932,225	58,665,710	67,468,974	Children's Services	64,715,779
311	61,554,999	65,842,401	68,613,116	Adult Services	66,115,825
365	21,370,072	20,622,006	22,168,868	Planning and Transportation	21,009,693
423	5,739,480	5,167,210	6,054,308	Housing and Public Health	6,220,610
467	20,366,612	20,358,659	21,083,913	Neighbourhood and Street Services	20,659,243
547	4,383,934	5,102,465	11,479,842	Regeneration and Community Cohesion	14,813,172
595	31,964,393	26,589,300	27,208,359	Culture and Leisure	25,932,204
	0	14,416,187	3,120,230	Provision for Contingencies	7,352,024
				Provision for Strategic Priorities	12,006,000
				Capital Financing Costs:	
	2,415,372	5,159,000	5,159,000	- Revenue Contributions to Capital Programme	5,693,000
	18,094,895	19,037,000	19,037,000	- Debt Charges	19,145,220
	(10,918,197)	(2,600,000)	(2,600,000)	- Interest on balances	(2,600,000)
	(225,777)	(186,000)	(186,000)	- Interest on Airport Long Term Loan Notes	(148,000)
	17,840,711	0	0	- Transfer to / from Reserves	0
	(306,381)	0	0	Local Authority Business Growth Incentive Scheme	0
	(59,882,662)	(19,165,822)	(12,760,488)	Technical Adjustments: FRS 17 and Reversal of Capital Charges	(9,841,338)
	<u>215,078,842</u>	<u>229,029,073</u>	<u>248,064,591</u>		<u>262,063,757</u>
				LEVIES	
	17,461,515	17,929,000	17,929,000	Tyne and Wear Passenger Transport Authority	18,177,049
	131,628	151,372	151,372	Environment Agency	181,646
	40,000	42,156	42,156	North Eastern Sea Fisheries Committee	42,156
	<u>17,633,143</u>	<u>18,122,528</u>	<u>18,122,528</u>		<u>18,400,851</u>
	0	0	(22,572,518)	Less Area Based Grant	(27,969,243)
	<u>232,711,985</u>	<u>247,151,601</u>	<u>243,614,601</u>	TOTAL NET EXPENDITURE	<u>252,495,365</u>
	(3,185,721)	(4,049,000)	(512,000)	Less: (Use of)/Addition to Balances	(3,496,000)
	<u>229,526,264</u>	<u>243,102,601</u>	<u>243,102,601</u>	LOCAL BUDGET REQUIREMENT	<u>248,999,365</u>
	48,804	50,268	50,268	Hetton Town Council	51,455
	<u>229,575,068</u>	<u>243,152,869</u>	<u>243,152,869</u>	TOTAL BUDGET REQUIREMENT	<u>249,050,820</u>
				Deduct Grants etc.	
	20,303,424	18,507,022	18,507,022	Revenue Support Grant	29,000,033
	120,982,887	132,944,980	132,944,980	National Non Domestic Rates	125,643,033
	500,000	500,000	500,000	Collection Fund Surplus - Council Tax	500,000
	<u>141,786,311</u>	<u>151,952,002</u>	<u>151,952,002</u>		<u>155,143,066</u>
	<u>87,788,757</u>	<u>91,200,867</u>	<u>91,200,867</u>	LOCAL COUNCIL TAX REQUIREMENT	<u>93,907,754</u>

CITY OF SUNDERLAND
ESTIMATE OF GENERAL FUND BALANCES

	£000	£000
Balances as at 31st March 2008		12,008
Additions to Balances 2008/09		
- Local Authority Business Growth Incentive Scheme	211	
- Safer and Stronger Communities Fund - Neighbourhood Element	258	
- Repayment of Temporary Capital Financing	456	
- Debt Charges and Interest Savings	8,150	
	8,150	9,075
Use of Balances 2008/09		
- Contribution to Revenue Budget	(1,150)	
- Contribution to fund the Capital Programme	(2,899)	
- Transfer to the Strategic Investment Reserve	(5,538)	
	(5,538)	(9,587)
Estimated Balances 31st March 2009		11,496
Use of Balances 2009/10		
- Contribution to fund the Capital Programme	(3,065)	
- Contribution to Revenue Budget	(431)	
	(431)	(3,496)
Estimated Balances 31st March 2010		8,000

CITY OF SUNDERLAND
CONTINGENCIES 2009/10

	£000
Pay and Price increases including Single Status	6,101
General Contingency	900
Corporate Efficiency Reviews	(500)
New Adoptions and Grounds Maintenance	153
Health and Safety	75
Featurenet Costs	130
Strategic Change Programme	418
Security Services	75
	<hr/>
	7,352

CITY OF SUNDERLAND
PROVISION FOR STRATEGIC PRIORITIES 2009/10

	£000
Adult Social Care - Provision for Care and Preventative Services	3,192
Foster and Adoption Care Strategy	475
Children's Independent Care Services	215
Youth Initiatives	300
Provision for Economic Downturn	965
Community Safety Initiatives	162
Homelessness	100
Free Swimming for Under 16's and Over 60's	53
Silksworth Pool Running Costs	100
Waste Disposal - Provision for Strategic Solution and Preparatory Costs	2,514
Enforcement Officers	100
Sustainability Initiatives	50
Inward Investment - International Strategy	50
Community Development	288
Cultural Development - Festivals and Events	250
Equality and Diversity	121
Revenue Implications of the Strategic Investment Plan	900
Highways and Footway Maintenance	400
Repairs and Maintenance of Buildings	250
Communications	250
Partnership Support	170
Business Continuity	150
Procurement Officers	150
Service Review	150
Attendance Management - OHU Capacity	150
Job Enrichment	150
Area Committee Support	100
Local Development Framework	251
	12,006

There are other specific provisions referred to in the report on the Revenue Budget and proposed Council Tax 2009/10 which are not set out separately above but have been included in the base budget of relevant portfolios.

LEADER AND DEPUTY LEADER

ROLES AND RESPONSIBILITIES

The Leader and Deputy Portfolio provides strategic leadership to the council and the city to deliver key outcomes for local people with a focus on major, corporate, cross-cutting and commercially sensitive issues, policy development, budgetary matters and the Capital Programme. The Portfolio has specific responsibility for the following activities and functions:

- Corporate strategic management
- Modernisation of local government
- Partnerships (including the Sunderland Partnership)
- External affairs
- Regional matters (including Tyne and Wear City Region)
- Chairing the Safer Communities Partnership
- Work relating to the Comprehensive Area Assessment
- Equalities
- Corporate Improvement Programmes
- Inward Investment
- International activities (including twinning)
- City image
- City Centre Partnership
- Member development
- Programme and Project Office
- Customer Service Network.

The Portfolio has a strategic and guiding role in respect of each of these areas, although some of the operational and service based functions, for example City Centre and Safer Communities Partnerships work, sit within other Portfolios alongside other complimentary and related services.

PORTFOLIO CONTEXT

Statutory Context

The Leader and Deputy Leader Portfolio works within the context of the Government's Modernisation Agenda. Details of the legislation supporting this agenda can be found in Chapter One "The Council". The following comprises a summary of the legislation.

The **Local Government White Paper ("Strong and Prosperous Communities")** published in October 2006 outlined the Government's proposals to strengthen local leadership, enhance the role of frontline councillors, cut back the number of national targets, streamline inspection and broaden the scope of Local Area Agreements (LAAs). The key proposals of the White Paper were:

- A new performance framework
- An enhanced role for councils as strategic leaders and place-shapers
- Stronger cities and strategic regions
- Stronger political leadership
- A strengthened role for front-line councillors
- A wider and stronger role for scrutiny
- Devolution of powers
- The encouragement of councils to put integration and cohesion at the heart of community strategies and LAAs.

The **Local Government and Public Involvement in Health Act 2007** received Royal Assent in October 2007. The Act provides a legislative framework on which a number of proposals in the Local Government White Paper are based including:

- Simplifying electoral arrangements
- New leadership models
- Improving community governance
- Providing a statutory basis for LAAs and a formal framework for co-operation with local partners
- Reducing the number of targets which LAAs are required to meet and the selection of those that they are from a National Indicator Set
- Empowering councillors to raise issues with overview and scrutiny committees
- Providing new powers for overview and scrutiny committees regarding the actions of key local public service providers
- Enabling devolution to local authorities of the making of certain bylaws and providing for more effective enforcement through fixed penalty notices
- Introducing a new duty on best value authorities to involve representatives of local people in the design and delivery of services
- Reforming the regime for the conduct of local authority members.

LEADER AND DEPUTY LEADER

The **Sustainable Communities Act** received Royal Assent in October 2007. The Act promotes the sustainability of local communities based on the principle that local people know best what needs to be done, but that sometimes they need the help of Government to enable them to do so. It also provides a new way for local authorities to ask Government to take action to better enable them to improve the well-being of their area. The scope of the Act covers economic, social and environmental issues. As well as enabling communities and local authorities to make suggestions to Government, the Act ensures that communities are better informed about the public funding spent in their area.

The Cabinet Office published **Excellence and Fairness: achieving world-class public services** in June 2008. It considers the roles of central and local government in delivering excellent public services. In his foreword to the paper, the Prime Minister places the existence of excellent public services at the heart of any civilised society. The concept of world-class public services and how they may be achieved in the UK provide the focus for what follows. The paper provides a framework for the next stage of reform - the further improvement required to achieve this ambition of:

- Delivering excellent outcomes
- Offering personalised approaches
- Being fair and equitable
- Offering good value for money.

In July 2008 Communities and Local Government (CLG) published a **White Paper “Communities in Control: Real People, Real Power”** proposing a shift of power towards communities and citizens, aimed at providing them with more information, influence on local decisions, new means of holding councils to account, and greater opportunities to get involved in managing services.

The White Paper aims to provide the means for people to become more empowered and contains three new duties:

- To promote democracy
- To respond to petitions
- For quangos to do more to involve the public.

It covers a range of issues including a new right to demand action from councils, increased accountability, redress when things go wrong, a public say on how budgets are spent, a £70 million Community Builders fund, local control of local assets, and promoting directly elected mayors and democracy.

CLG published **Creating Strong, Safe and Prosperous Communities: Statutory Guidance** in July 2008. It covers the duty to involve, duties around LAAs, Joint Strategic Needs Assessments and the new, simplified best value regime. It also replaces previous guidance on Local Strategic Partnerships and Sustainable Community Strategies. The Statutory Guidance provides a comprehensive guide to local authorities and their partners on how to engage their citizens, lead their communities, and find new and more effective ways to deliver high quality services.

The aspiration for the **Duty to Involve** is to embed a culture of engagement and empowerment across an authority's functions. It will come into force on 1st April 2009. The duty requires authorities to take those steps they consider appropriate to involve representatives of local persons in the exercise of any of their functions, where they consider it appropriate. There are three ways of involving that are to be considered:

- **Providing information** about services, policies and decisions which affect local people, or may be of interest to them
- **Consulting** by providing appropriate opportunities for representatives of local people to have their say about the decisions and services that affect them
- **Involving** by providing opportunities for representatives of local persons to have their say and get involved in activities over and above being informed and consulted.

Authorities should be able to demonstrate, through evidence gathered in the normal course of business, that they:

- Understand the interests and requirements of the local community
- Use their understanding to ensure information, consultation and involvement opportunities are provided on the right issues, targeted at the right people and accessible to those the authority is trying to reach
- Have an appropriate corporate approach to providing information, consulting and involving in other ways that flow throughout their organisation and that they work with partners where appropriate
- Ensure local people feel that the authority provides relevant and accessible engagement opportunities and will know how to get involved. Local people will recognise that the authority's policies reflect this involvement and services are tailored to local needs, even though difficult choices in service provision need to be made.

LEADER AND DEPUTY LEADER

The legislative programme announced in the **Queen's Speech** on 3rd December 2008 is a streamlined version of the **Draft Legislative Programme** announced by the Prime Minister in May 2008. It is designed to concentrate on the "stability of the British economy" with the aim of supporting "families and business through this difficult time". Bills for introduction during the current parliamentary session include:

- **Local Democracy, Economic Development and Construction Bill**
- **Policing and Crime Bill**
- **Children, Skills and Learning Bill**
- **Health Bill**
- **Business Rate Supplements Bill**
- **Welfare Reform Bill**
- **Equalities Bill**
- **Marine and Coastal Access Bill**
- **Coroners and Justice Bill**
- **Constitutional Renewal Bill**
- **Child Poverty Bill**
- **Borders, Immigration and Citizenship Bill**
- **Banking Bill**
- **Saving Gateway Accounts Bill.**

Separate to the Queen's Speech the Government announced a **Draft Community Empowerment Bill** to be published in this parliamentary session. This is intended to allow Government to meet key commitments made in the 2008 White Paper 'Communities in Control: Real People, Real Power'.

Key measures in the Bill will:

- Amend politically restricted posts
- Enable remote voting for councillors
- Introduce voting incentives
- Modernise provisions around parish councils
- Remove the barriers to directly electing mayors
- Recognise the contributions of aldermen, alderwomen and local people through reform of honorary and hereditary freedoms.

In the Budget 2006 announcement, the Chancellor of the Exchequer stated that he had asked Sir David Varney to advise on the opportunities for transforming the delivery of public services. In December 2006 the Varney Review **Service Transformation: a Better Service for Citizens and Businesses, a Better Deal for Taxpayers** was published. This identifies major opportunities to strengthen public service delivery to make it more accessible, convenient and efficient. This will impact on the work of the Portfolio as there will be more opportunities to deliver better public services through joining up service provision across the public sector and by engaging more directly with users in the design and delivery of services.

- Local Government White Paper 2006 - Stronger Prosperous Communities - seeks to introduce a range of devolutionary and deregulatory measures that include giving local people more influence over the services and decisions that affect their communities; provides for effective and accountable strategic leadership; operates in a performance framework - for local authorities working alone or in partnership - which supports citizen empowerment and secures better outcomes for all; and leads local partnerships to provide better services for citizens. Given the customer focused nature of the service these objectives will impact on the way in which it delivers services in the future
- Revised Equality Standard taking into account the introduction of the extra strands of religion or belief, gender, age and sexual orientation - CSN delivers front-line service via the Contact Centre and Customer Service Network and staff need to ensure that they consider the equality agenda in the way that they deliver this service.

European Union (EU) policy and legislation impact on a range of the council's services. A pro-active approach to international engagement, for example, identifying opportunities to exchange information and experience, develop good practice, and shape the development of EU policies and legislation, can influence the context within which council services will be delivered in the future.

EU policy and associated programmes for the budgeting period 2007-2013 will continue to have a strong focus on meeting the EU's **Lisbon Agenda** goal of making the EU's economy the most dynamic knowledge-based economy in the world by 2010. EU programmes, including trans-national initiatives, will cover the full range of EU policy areas including economic development, lifelong learning, culture, the environment, information technology and citizenship. As well as seeking to meet the Lisbon Agenda goal, many of these programmes will provide opportunities to develop and share good practice.

LEADER AND DEPUTY LEADER

Local Socio-Economic Change

National and local economies are under considerable pressure at this moment in time due to the economic crisis or “credit crunch”, and for some companies, the current economic environment will challenge their very survival, while for others the downturn offers the chance to extend their lead over the competition. The role of the council will be to wherever possible provide the right and appropriate support to the Sunderland local economy. In response to the crisis the council and partners are delivering business support services that are designed to enable businesses and individuals to respond to the worsening economic conditions. The key responses include business planning and change management support, improved local purchasing activities, supporting employment and skills development, supporting enterprise growth and in the longer term planning and preparing the economic Masterplan for the city.

Please refer to the Local Socio-Economic Change section of Chapter One “The Council” for further details of this and other issues relevant to this overarching portfolio.

OTHER KEY ISSUES

The council and its partners have developed the **Sunderland Strategy 2008-2025**. The Strategy sets out how the people who live, work and study in the city today would like to see Sunderland evolve by 2025, and how partners will work together to achieve these goals. Through a process of extensive consultation the strategy’s five priorities were developed:

- Prosperous City
- Healthy City
- Safe City
- Learning City
- Attractive and Inclusive City.

The priorities are supported by the following cross-cutting priorities, which need to be a consideration in everything which the council does:

- Sustainability
- Creating Inclusive Communities
- Housing
- Culture.

The delivery of the strategy’s objectives is being monitored by the Sunderland Partnership via delivery plans that map out how the council and its partners intend to achieve the challenging objectives that they have set themselves.

The Sunderland Partnership’s **Local Area Agreement for 2008-2011** was signed off by the Partnership and Government at the end of June 2008 after a period of target setting and negotiation. Since June 2008 the focus of activity has been on developing a Delivery Plan that sets out the interventions that will drive improvements in performance in respect of the priorities that have been identified in the agreement. By March 2009 targets will have been set for all 33 indicators in the LAA and activities will be in place to pursue the Partnership’s ambitions.

The LAA has been arranged around three linked themes that will help deliver across all Sunderland Strategy priorities and provide a catalyst for the wider Delivery Plan:

- Prosperous and Learning City
- Healthy City
- Developing high quality places to live - incorporating the Sunderland Strategy priorities of Safe City and Attractive and Inclusive City.

Throughout 2007/08 and 2008/09 governance arrangements were put in place to support the development of the **Tyne and Wear City Region Multi Area Agreement (MAA)**. The MAA, one of only eight approved by Government in July 2008, sets out how partners in Tyne and Wear would work together with the purpose of accelerating economic growth in the sub-region. The MAA is based on two key linked outcomes: the development of an internationally competitive City Region that is also economically inclusive ensuring opportunity and access for all. Achieving the outcomes will be based on the development and implementation of three City Region work strands:

- Employment and Skills - focused on improving economic competitiveness and increasing skills and talent in the City Region
- Transport - Aiming to improve connectivity between the urban core and the rest of the City Region and to link areas of opportunity with areas of disadvantage
- Analytical Capacity - To provide the robust evidence base and analysis needed to develop a more integrated approach to economic and spatial development in the City Region.

LEADER AND DEPUTY LEADER

The city's **International Strategy** was endorsed in October 2008 by Cabinet and the Sunderland Partnership Board. Priority areas for 2008 as part of the Work Programme for the Steering Group were agreed as: developing a city-wide approach to migration and integration; focusing on the economic development potential from the city's connections with Ireland; exploring the potential for collective engagement within East Asia including China; considering the physical, social and cultural infrastructure (such as festivals and events) which could be developed to support the wider internationalisation of the city; establishing a means of measuring the impact of international activity developed under the strategy. Progress in relation to these areas will be summarised in an Annual Report for the calendar year 2008, and priorities for 2009 agreed at the same point.

Activity to strengthen the city's relationships with its international partners has continued. Proposals to formalise the relationship with **Harbin** in China have been progressed during 2008/09 and this is expected to continue into 2009/10 within the Chinese authorities following approval at national level in October 2008. Co-operation with **Nanjing** in software and technology has also moved forward in co-operation with ONE during 2008/09 and proposals to formalise this relationship and build on the activity to date will be explored during the remainder of 2008/09 and 2009/10. Development of school partnerships with **Washington DC** has progressed more slowly than originally anticipated, linked to the ongoing need for partners in the United States to focus on reforming the District of Columbia Public Schools system. Opportunities to support the development of this activity will continue to be sought. Proposals to take part in the **Commonwealth Local Government Forum's Good Practice Scheme with South Africa** on Economic Development are expected to be confirmed by the end of 2008/09 for implementation in 2009/10 onwards following a series of delays at programme level. Work with **Essen** is expected to focus around the city's year as European Capital of Culture on behalf of the Ruhrgebiet in 2010 and other opportunities to continue to develop the relationships with **Saint-Nazaire** and Essen will be taken forward as appropriate.

The **Business Improvement Programme (BIP)** aims to improve services by putting users at the heart of services, whilst improving efficiency and value for money. As outlined in the Service Transformation Agreement, the outcomes of the BIP will help to:

- Meet the public's higher expectations for public services, transforming the service we provide across all delivery channels and co-ordination with all departments
- Reduce avoidable or duplicated customer contacts
- Empower individuals to influence how services are designed and delivered
- Improve the management of information to reduce wasted time and inconvenience for citizens, businesses and frontline workers.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Ambition and Community Leadership We will ensure the council and its partners provide the best for local residents to make Sunderland a great place to live, and place the interests of local people at the centre of all our activities by:</p> <p>Developing and strengthening partnerships to improve the quality of life for Sunderland residents</p> <p>Developing the council's community leadership role</p> <ul style="list-style-type: none"> ▪ Work with Sunderland Partnership to commence delivery of Sustainable Sunderland Strategy and LAA 	<p>Yes - Delivery plan setting out the interventions associated with the Sunderland Strategy objectives and LAA priorities has been developed and will be monitored as part of the corporate/partnership performance monitoring system.</p>	<p>Improved understanding of progress and the ability to identify and take corrective action (if required) in respect of the Sunderland Strategy and LAA objectives.</p>	<p>All</p>	<p>All</p>

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Refining and enhancing the council's strategic direction</p> <ul style="list-style-type: none"> <li data-bbox="113 645 523 705">▪ Support effective operation of the Sunderland Partnership <li data-bbox="113 1167 523 1283">▪ Ensure consistent, proactive approach to marketing the council's and city's identity and reputation 	<p>Each Delivery and Cross Cutting Partnership is currently working towards the delivery of the Sunderland Strategy. Costed delivery plans are being finalised for each group covering outcomes and indicators, interventions and required financial resource. Final plans will be signed off in March 2009</p> <p>Yes - To ensure the Partnership is fit for purpose to delivery the Sunderland Strategy 2008-2025 the Partnership commissioned an IDeA Peer review in April 2008. This has enabled the Partnership to take stock of its progress as it embarks to deliver the Sunderland Strategy. In order to deliver the long term vision the review outlined a number of key recommendations for the Partnership which it is in the process of implementing</p> <p>Yes - Signage templates have been developed and all new buildings have signage which adheres to guidelines. Ongoing work to improve signage in existing buildings will continue, identifying priorities and funding sources. All new council vehicles (procured as part of the council's ongoing renewal of its fleet) have livery that adhere to guidelines</p> <p>Approximately £1 million of media coverage was achieved for the opening of the Sunderland Aquatic Centre and £1.2 million for the Sunderland International Airshow</p> <p>30 people undertook media training</p> <p>Launched 'making improvements' campaign for all staff and also introduced Chief Executive's blog on the intranet</p>	<p>The content of the delivery plans will enable the Partnership to evaluate the effectiveness, or plausibility, of the interventions. Remedial action will be taken if and when necessary</p> <p>Organisations, and individuals within them, will have clearly defined roles in relation to the Partnership. The ultimate outcome is to ensure that the added value of partnership working is clearly linked to improving the quality of life for people in Sunderland. Peer Review Recommendations are being taken forward as part of the Community Leadership Programme</p> <p>Intended increase in resident satisfaction with the council and council services, and understanding by residents of the services delivered by the council (subject to confirmation in Spring 2009 by results of MORI Survey)</p> <p>Improved management of the council brand</p> <p>Interviewees present an informed, confident, professional image of the council</p> <p>Intended that staff are better informed, more able to respond and act as ambassadors for the council (subject to confirmation in Spring 2009 by results of MORI Survey)</p>		

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Maximise opportunities and benefits derived from international engagement and International Strategy 	<p>Yes - Initial discussions within the Steering Group led to the Police, Fire and Rescue Service, Sunderland AFC, Healthy City and Inclusive Communities Thematic Partnerships becoming represented. Voluntary and community sector and additional health representation is being sought</p> <p>An action plan including outcomes and potential measures has been developed around agreed priorities for the International Strategy Steering Group's Work Programme for 2008</p> <p>The first edition of Worldwide (a new international bulletin for the city) was developed and launched in July 2008 as part of a Communications Strategy for the International Strategy. Assistance to be able to monitor the impact of the International Strategy on equality groups was requested via the Inclusive Communities Thematic Partnership in September 2008 and work is ongoing with a Steering Group representative to facilitate this</p>	<p>Stronger emphasis on international activity and global dimension within the Sunderland Strategy 2008-2025 reflecting increased understanding of the level and nature of activity within the city and its potential contribution to the achievement of the Strategic Priorities</p> <p>The development of a Work Programme for the International Strategy Steering Group, focusing initially on 2008 priority areas and setting out a series of measures against which to gauge impact within each area to facilitate a more objective demonstration of outcomes in the future</p>		
<ul style="list-style-type: none"> ▪ Respond to requirements of Local Government and Public Involvement in Health Act, Comprehensive Area Assessment, National Indicator Set, strengthen strategic planning process, review Corporate Improvement Objectives (CIOs) 	<p>Yes - Negotiations delivered an LAA according to the requirements of the legislation</p> <p>The Corporate Policy Service monitors Government departmental activity and co-ordinates the monitoring of activity in respect of specialist areas. The council has responded and inputted into various consultations and officer and member briefings have been provided as required</p>	<p>Challenging targets set in the LAA will result in improved service delivery and associated outcomes</p> <p>Considerations relevant to and in the interests of Sunderland and the city council are raised and taken account of. New and emerging legislation responded to in the best interests of the city and the council</p> <p>Increased awareness of new legislation amongst officers and members, enabling the council and the city to be better able to react to Government requirements and opportunities</p>		

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Develop area arrangements across city in conjunction with the Neighbourhood and Street Services service integration project 	<p>Medium term financial planning inputs inform the strategic planning process, with the final CIP content cross-checked against investment in the strategic priorities. The Strategic Planning Process (SPP) templates and supporting documentation have been amended</p> <p>SPP outcomes and outputs to be monitored during the course of the year</p> <p>The SPP requires each service to identify how 'improvement actions' link to the Corporate Improvement Priorities. Creating a top-down approach to priority setting and performance management</p> <p>VFM reporting elements of the SPP have been extended to identify potential activity in the longer term</p> <p>Service and Directorate Improvement Plans introduced into the SPP to place an increased emphasis on improvement planning. These must be published by 30 April 2009</p> <p>The council's Corporate Improvement Objectives have been reviewed by EMT and now form the inward facing element of the Corporate Improvement Priorities</p> <p>Yes - the Review of Area Arrangements project was established and development of new arrangements commenced. (Please see the Neighbourhood and Street Service Portfolio for details of the service integration project)</p>	<p>Resources aligned to strategic planning priorities</p> <p>Improved understanding of how service actions and individual responsibilities contribute to the achievement of the Corporate Improvement Priorities</p> <p>Proactive, service planning based approach encouraging the early consideration of potential VfM activity as an integral element of service improvement activity</p> <p>The most efficient use of resources and information promote joint working, avoid duplication and permit wide involvement Improved access to improvement planning information to promote accountability for improvement actions and performance management</p> <p>Area boundaries revised to enable appropriate development and delivery of services by the Council and its partners</p> <p>Local Area Plans developed taking account of elected Member, partner and local people's priorities in each of the areas</p>		

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Prosperity We will ensure that Sunderland adapts and thrives as a prosperous city by:</p> <p>Playing a leading role (as partner and host authority) in the new Tyne and Wear City Region designed to improve the economic performance of the area</p> <ul style="list-style-type: none"> ▪ Design and deliver joint programmes and projects to meet City Region objectives <p>Increasing economic prosperity and employment in the city</p> <ul style="list-style-type: none"> ▪ Expand offer of strategic employment sites and employment opportunities within the city, and implement a revised financial incentive scheme 	<p>Yes - Executive Team established, and work underway on developing agreed Investment Plans</p> <p>Yes - Announcement of an £80 million investment at Turbine Park, Washington to create 4000 jobs and financial incentives scheme successfully delivered</p>	<p>Single Programme funding arrangements in place</p> <p>Delivery of appropriate sites, employment opportunities and financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors</p>	CIO1	SP1
<p>Equality and Diversity We will promote equality and diversity</p> <ul style="list-style-type: none"> ▪ Continue to embed the principles of Level 3 of Equality Standard for Local Government across the Leader and Deputy Leader Portfolio and support the council to achieve Level 4 	<p>Yes - INRA process ongoing in respect of new projects, programmes, processes and policies. Improvement actions arising from completed INRAs are incorporated into Service Plans. Equalities issues are incorporated into the requirements of the Strategic Planning Process. Equalities Action Plans are in place and are monitored by relevant Working Groups</p>	<p>Ensuring that services provided by the Portfolio are fair, accessible and appropriate to reflect Sunderland's diverse population</p>	CIO1 CIO2	All

LEADER AND DEPUTY LEADER

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>CORPORATE POLICY</u></p> <p>Ambition and Community Leadership Providing strong community leadership across the council and city and placing the interests of local people at the centre of improvement activity to make Sunderland a great place to live:</p> <p>Strengthening city wide community leadership</p> <p>Refining and enhancing the council's strategic direction</p>	<p>Implementing improved governance structures with partners through the review of the Sunderland Partnership</p>	<p>Enhancing area based partnership working and integrated problem solving</p>	<p>Responding to new opportunities and implementing improvement projects that further enhance community leadership</p> <p>Ensure council policy development and strategic planning processes continue respond to changing circumstance, agendas and new legislation</p>	<p>Improvement in the quality of life for residents in the city against Sunderland Strategy priorities and LAA themes</p> <p>Reputations of council and city as high performing and well regarded</p> <p>Council takes advantage, in best interests of city and residents, of decisions taken nationally</p> <p>Recognisable service improvements that address local need and improve value for money</p>	<p>Q1 Develop work programmes to take forward Community Leadership Programme</p> <p>Q1 - Q4 Quarterly performance reports</p> <p>Q2 Annual LAA Review Report</p> <p>Q2 Corporate Improvement Priorities review</p> <p>Q1 - Q4 Performance management</p> <p>Improvement Planning</p>	<p>HPPI</p>

LEADER AND DEPUTY LEADER

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>CORPORATE COMMUNICATIONS</u> Improving the council's and city's image and reputation</p>	Positively enhance images, profiles and reputations of council and city	Continue to build upon positive images, profiles and reputations	Taking account of perceptions research, implement proactive PR plan to address negative perceptions	Improved perceptions of council and city	<p>Q1 Agreement of city marketing strategy</p> <p>Q2 - Q4 Offer training programme for officers</p> <p>Introduce additional/ revised methods of communication</p>	HCC
<p><u>INTERNATIONAL</u> Delivering the benefits of international activity</p>	Continue to develop a co-ordinated, strategic approach to international engagement through the International Strategy, development of Sunderland's relationships with international partners and increased awareness of EU policy and European and international initiatives	Review approach to developing international activity and continue to develop International Strategy	Discuss renewal of Friendship Agreement with Washington DC and progress co-operation with Harbin, Nanjing and Liuzhou	Maximise benefits of international opportunities for the city	<p>Q1 - Q4 Quarterly Steering Group meetings</p> <p>Q4 Annual report produced and presented to Cabinet and Partnership Board including priorities for 2010</p> <p>Q1 - Q4 Ongoing liaison with regional partners and within other appropriate networks</p>	IM
<p><u>PROGRAMME AND PROJECT OFFICE</u> Promoting the council's improvement agenda including the development of the Business Improvement and Community Leadership programme</p>	<p>Improve the pace and quality of the improvement programmes and their project portfolios so that more projects are delivered on time and to budget</p> <p>Co-ordinate the implementation and delivery of BIP Phase 3 projects</p>	<p>Ensure improvement programme benefits are delivered</p> <p>Co-ordinate the implementation and delivery of BIP Phase 4 projects</p>	Co-ordinate the implementation and delivery of BIP Phase 5 projects	<p>Deliver improved services for customers and internal clients, improve value for money by delivering desired benefits and increase customer satisfaction of the services being reviewed</p>	<p>Q1 Corporate register of programmes and projects complete. All BIP projects set up in collaboration software</p> <p>Phase 3 BIP projects agreed and profiles developed</p>	HPPO

LEADER AND DEPUTY LEADER

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>CUSTOMER SERVICE NETWORK</u> Enhancing customer services</p>	<p>Co-ordinate the implementation and delivery of Community Leadership Programme Phase 1 projects</p> <p>Review and improve service provision through:</p> <p>Establishing the new CSN employee structure to provide the basis for accelerated service migration</p> <p>Establishing an agreed and prioritised action plan for service migration</p> <p>Completion of service migration</p>	<p>Deliver a consistent standard of customer care across the council</p>	<p>Review Customer Service Access Strategy and Action Plan</p>	<p>Improved customer service, increased customer satisfaction</p>	<p>Q1 Review the management and structure of customer services and implement new staffing structure</p> <p>Service Migration action plan agreed</p> <p>Q2 - Q4 Undertake service migration</p> <p>Q4 Review of Customer Care Standards</p>	<p>CRM</p>
<p>Prosperity We will ensure that Sunderland adapts and thrives as a prosperous city by:</p> <p>Playing a leading role in the Tyne and Wear City Region and Multi Area Agreement (MAA) designed to improve the economic performance of the area</p>	<p>Design and deliver joint programmes and projects to meet City Region and MAA objectives</p>	<p>Design and deliver joint programmes and projects to meet City Region and MAA objectives</p>	<p>Design and deliver joint programmes and projects to meet City Region and MAA objectives</p>	<p>Improved collaboration between local authorities and partners to create better outcomes for residents</p> <p>Appropriate investment at the appropriate level to maximise benefits for people in Sunderland</p>	<p>HSED</p>	

LEADER AND DEPUTY LEADER

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>INWARD INVESTMENT</u> Increasing employment and economic prosperity in the city</p>	Ensure appropriate measures to respond to the effects of the "credit crunch" including that strategic employment opportunities are promoted accordingly, that a targeted financial incentive scheme is provided and reviewed and that schemes to progress Software City are implemented	Promote strategic employment opportunities and review, and provide a revised targeted financial assistance scheme	Promote strategic employment opportunities and review, and provide a revised targeted financial assistance scheme	<p>Promotion of sustainable and inclusive economic growth for Sunderland</p> <p>Sustainable employment opportunities provided</p>	<p>Q4 Submission of project proposals for funding (Software City)</p> <p>Complete review of financial assistance scheme</p>	HCBI
<p>Equality and Diversity We will promote equality and diversity</p>	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5/Excellent across the Portfolio	Embed the principles of being an excellent council with regard to equalities and ensure processes are in place to maintain continuous improvement	<p>Improved equality in council services and employment</p> <p>Increased satisfaction amongst the community and scrutiny bodies with council services</p>	<p>Q1 Achieve level 4 of the Equality Standard</p> <p>Q4 Carry out a self assessment for Level 5/Excellent status</p>	CX

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Where possible within the Portfolio, performance indicators have been developed to influence and measure activities. Performance Indicators have been developed with partners for the Sunderland Strategy and Local Area Agreement to demonstrate ambition and show a positive direction of travel.

A BIP Programme Board, which is responsible for the success of the BIP, has been in place since September 2006. The Programme Board meets regularly and monitors overall status, progress, finance and any issues or risks that need to be escalated for decisions to be made.

Investment in the migration of services to the Contact Centre has resulted in improved levels of customer satisfaction with individual services. 2008/09 has seen the opening of a new customer service centre at Ryhope and it is expected that the new Washington customer service centre will be opened during Spring 2009.

LEADER AND DEPUTY LEADER

The centre at Ryhope is the first of its kind in the area, whilst the centre at Washington will bring together services from various locations in Washington. The council continues to react to customer needs and designs service delivery accordingly. Projects such as the 'virtual contact centre' and the 'interim customer contact solution', will enable customers to access council services through the channel of their choice in a much more efficient way.

The E.volve business centre which became operational in December 2006, is home to a diverse range of new and growing businesses which offer a range of information and communication technology products and services. These new companies have created almost 150 new jobs since opening, and have seen the centre develop into a thriving business and commercial centre.

Rainton Bridge Phase II was completed in October 2007. This speculative development by Goodman provides 9,620 sq. metres in individual pavilions, and with the others generating considerable interest from potential occupiers. Elsewhere, Goodman is currently constructing a new campus-style development totalling 40,000 sq. metres.

The 2009/10 budget was set taking account of efficiency savings totalling £388,000 further details of which can be found within the relevant service plan sections of this Portfolio.

FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Office of the Chief Executive	
76	129,014	0	4,532	Corporate Strategic Management	0
80	677,415	636,793	626,992	Electoral Services	395,921
88	204,341	181,147	239,649	Programme and Project Office	261,986
93	43,596	0	14,021	Corporate Policy	0
94	170,602	74,227	74,227	Grants to Community Projects	74,227
98	1,817,951	959,257	1,529,489	Inward Investment	2,265,160
102	470,890	425,471	454,412	Corporate Communications	428,636
108	27,839	16,665	130,966	International	148,730
	3,541,648	2,293,560	3,074,288	Total Office of the Chief Executive	3,574,660
				Community and Cultural Services	
113	690,905	657,737	723,433	Customer Service Network	0
	4,232,553	2,951,297	3,797,721	TOTAL BUDGET	3,574,660
	170.5	166.4	174.7	Total No. of Staff	177.0

PLANS AND STRATEGIES

- Strategic Planning Guidance 2009/10
- Corporate Improvement Plan 2009/10
- Annual Report 2008/09
- Sunderland Strategy 2008-2025
- Local Area Agreement 2008-2011
- Office of the Chief Executive Directorate Improvement Plan 2009/10
- The Sunderland Image Strategy
- International Strategy
- Business Improvement Programme (Strategy and Implementation Plan, ongoing to 2012)
- Customer Service and Access Strategy.

LEADER AND DEPUTY LEADER

CORPORATE STRATEGIC MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide the overall strategic management of the council and all of its services and functions. This includes advising, supporting and assisting Members in leading the council and enabling the directorates to deliver the best possible services. To achieve these aims, the service:

- Provides the council's overarching strategic management function, its policy direction and performance improvement framework
- Provides the leadership to deliver the council's vision and priorities by providing appropriate frameworks and creating the right conditions and relationships for improvement
- Ensures that the council's current pace of change and improvement is accelerated, that there is continuous improvement across all council services and improved communication within the council and with residents of the city
- Ensures that the council has a framework to address its organisational development needs at both Member and officer levels
- Ensures services are delivered in accordance with agreed corporate values and priorities including continuous improvement and also ensuring everything is done to enable the council to maximise its Comprehensive Area Assessment (CAA) rating
- Ensures partnerships, economic strategy and inward investment opportunities are developed and maximised to help realise the city's Vision
- Ensures the council responds to and maximises the benefits and opportunities arising from Government policies and programmes, and other sub-regional, regional, national and international developments including the City Region.

During 2008/09 the service provided the lead in the following areas, and will continue to drive progress during 2009/10 by:

- Developing the framework through which the council can provide effective community leadership
- Developing the council's improvement agenda, putting the customer at the centre of service delivery
- Developing and maximising the regeneration and inward investment opportunities for improving quality of life in the city by co-ordinating the Sunderland Partnership and the preparation of the Sunderland Strategy 2008-2025 and Local Area Agreement 2008-2011, the Economic Masterplan and participating in other appropriate local, sub-regional and regional bodies which will help achieve this aim
- Participating in national fora, ensuring Sunderland is a leading player in Government policy development and initiatives including Local Area Agreements, and delivering integrated, customer-focused public services
- Providing the lead role in respect of the development of the Tyne and Wear City Region (the Leader of the Council Chairs the City Region Interim Board, the Chief Executive acts as the Lead Chief Executive).

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The 2009/10 budget has been set taking account of efficiency savings of £80,000 relating to a review of staffing arrangements.

**LEADER AND DEPUTY LEADER
CORPORATE STRATEGIC MANAGEMENT**

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	817,969	790,370	797,306	Employees	822,920
2	11,805	1,805	1,805	Transport	1,805
3	60,344	34,738	32,334	Supplies and Services	30,237
4	38,437	60,000	60,000	Third Party Payments	60,000
	<u>928,555</u>	<u>886,913</u>	<u>891,445</u>		<u>914,962</u>
5	66,467	86,697	86,697	Less Income	88,600
	<u>862,088</u>	<u>800,216</u>	<u>804,748</u>	Delegated Budget	<u>826,362</u>
				Non-Delegated Items	
6	61,750	49,165	49,165	Central Support Service Recharges	53,583
7	794,824	849,381	849,381	Less Income	879,945
	<u>(733,074)</u>	<u>(800,216)</u>	<u>(800,216)</u>	Non-Delegated Budget	<u>(826,362)</u>
	<u>129,014</u>	<u>0</u>	<u>4,532</u>	TOTAL BUDGET	<u>0</u>
	12.5	12.5	12.5	Total No. of Staff	12.5

Responsible Budget Holder
Chief Executive

FURTHER INFORMATION

For further information about the service please contact Dave Smith, Chief Executive, telephone number (0191) 561 1114.

LEADER AND DEPUTY LEADER

ELECTORAL SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to organise the collation of an accurate, up to date Electoral Register and manage Local, Parliamentary and European elections as well as any referendums that may arise, while promoting the profile of the city. To achieve this aim, the service:

- Updates information on the electoral register daily
- Regularly reviews electoral registration and election practices in order to remain compliant with changing legislation
- Participates in innovative ways of re-engaging the electorate in the democratic process
- Co-ordinates civic events such as Royal visits
- Provides a full ballot service for all elections undertaken by the Association of Electoral Administrators.

In addition, the Head of Service carries out the role of AEA Commercial Director and the service provides support by carrying out a full AEA Administrative Service.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	Percentage of electoral registration form as returned	81.30	84	84	Yes	85	86

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 6

Objective : Delivering area arrangements - encouraging public involvement in council activities

Service Improvement						
To ensure the service use appropriate sources of information to verify records on the register of electors and identify potential new electors	The Service proactively identifies and uses the records they are entitled to inspect, throughout the year, including during the annual canvass period, to verify and validate data held on the electoral register. These include any records produced by registrars of births and deaths for the area and council tax records. The Service will continue to visit Nursing Homes within the City to identify new electors and offer alternative methods of voting	Explore new areas that the service are entitled to inspect such as housing records and other council records that may assist the service in carrying out their registration function. Aim to provide documentation in evidence.	Work towards inspecting other sources of information that the service may seek throughout the year to identify and contact potential electors. These include contacting landlords of private properties in multiple occupancy, shelters and hostels for those without permanent residences and liaising with estate agents and letting agents	New and improved practices and procedures in order to meet the Electoral Commission's Performance Standards and to ensure a complete and accurate electoral register	Q1 Make contact with those appropriate sources that you are entitled to inspect Q2/Q3 Receive records on a weekly basis from Registrars Receive records on a monthly basis from Council Tax Q4 Visits to nursing homes to improve voter registration	HES

LEADER AND DEPUTY LEADER

ELECTORAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement To ensure that the Service make the necessary house-to-house enquiries to ensure that all eligible residents are registered.</p>	<p>The Service has a comprehensive plan ensuring that properties which have not responded to the annual canvass and, where the Electoral Registration Officer is not otherwise satisfied that eligible electors are resident, are subject to house-to-house enquiries on at least one or more occasions</p>	<p>Progress against the plan is to be monitored including actions such as performance and suitability, assessing areas of concern and contact made with residents.</p>	<p>The Service will look to develop and put in place a specific strategy for carrying out house-to-house enquiries. These include: Identifying when and how house-to-house enquiries should be carried out, Considering any needs or difficulties associated with particular areas, Monitoring of canvasser performance and to provide personal visits carried out throughout the year in connection with plans for identifying potential electors eligible.</p>	<p>Work towards meeting the Electoral Commission's Performance Standards and to have a comprehensive canvass plan which will include criteria for when house-to-house enquiries should be made</p>	<p>Q1 Continue to deliver the project to increase and ensure all eligible residents are registered by the delivery of the February Letter</p> <p>Q2 Delivery of the Poll Cards for the European Parliamentary Election will encourage residents to register if not already registered</p> <p>Q3 Door to door canvassers to make personal visits during the annual canvas</p> <p>Q4 Review new methods of carrying out house-to-house enquiries</p>	<p>HES</p>
<p>Service Improvement Ensure the full register is made available for public inspection and supplies copies of the register and absent voter lists to those prescribed in legislation.</p>	<p>The Service publishes and supplies the electoral register and absent voter lists to those entitled to receive them. The service provides guidance to those staff who will be supervising access to the register as well as guidance for recipients of the register as to the correct usage of their copy of the register</p>	<p>Continue to meet the Electoral Commission's Performance Standards in the supply and security of the register and absent voter lists.</p>	<p>Aim to have a complaints process in place. This evidence would include a complaints log detailing any complaints received in respect of the publication and supply of the register.</p>	<p>To ensure the Electoral Registration Officer carries out their duty in the production of the supply and security of the register of electors to those prescribed in legislation</p>	<p>Q1 Publish new register of electors and distribute to those entitled to copies. Also make available copies for public inspection as well as providing guidance for recipients</p> <p>Q2 and Q3 Distribution of monthly updates of the register to those entitled to the copies.</p>	<p>HES</p>

LEADER AND DEPUTY LEADER

ELECTORAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
		Aim to provide documentation in evidence for staff and issues for those who purchase copies of the register to remind them of the legislation applicable to the use of the register	Also look to provide a record of transactions and sales of those supplied with copies of the register, including any fees paid		Provide copies of the register and absent voters lists to elected representatives for their relevant ward Distribution of monthly updates of those entitled to the copies Q4 Collate requests from the organisations/ Individuals who are entitled to receive a copy of the full register and prepare for publication on 1 December 2009	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Electoral Commission has produced ten performance standards for Electoral Services on the register of electors. Electoral Services have assessed how they meet these standards and early assessment shows that six standards are currently being met. The team are now putting procedures into place that will examine and assess the remaining standards as well as maintaining the current position on the standards which are being currently met. The Commission will shortly announce performance standards for elections.

The 2009/10 budget was set taking account of efficiency savings totalling £18,000, arising from the maximisation of income earning opportunities.

LEADER AND DEPUTY LEADER

ELECTORAL SERVICES

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	96,300	70,630	71,024	Employees	72,868
2	7,822	6,500	6,500	Premises	0
3	1,720	2,250	2,250	Transport	0
4	383,811	317,805	307,610	Supplies and Services	71,658
	<u>489,653</u>	<u>397,185</u>	<u>387,384</u>		<u>144,526</u>
5	88,352	15,000	15,000	Less Income	18,000
	<u>401,301</u>	<u>382,185</u>	<u>372,384</u>	Delegated Budget	<u>126,526</u>
				Non-Delegated Items	
6	276,114	254,608	254,608	Central Support Service Recharges	269,395
	<u>276,114</u>	<u>254,608</u>	<u>254,608</u>	Non-Delegated Budget	<u>269,395</u>
	<u>677,415</u>	<u>636,793</u>	<u>626,992</u>	TOTAL BUDGET	<u>395,921</u>

Total No. of Staff
Casual Staff only for this page

Responsible Budget Holder
Head of Electoral Services

FURTHER INFORMATION

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LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is co-ordinate the council's improvement agenda and develop portfolio, programme and project management expertise and best practice across the council, to support the delivery of the council's Corporate Improvement Priorities. In particular, the co-ordination, monitoring and management of the council's corporate programmes, including the Business Improvement Programme (BIP), the Community Leadership Programme (CLP) and emerging Economic Development Programme (EDP), and supporting directorates with their portfolios of projects. To achieve this aim, the service:

- Will ensure the Programme and Project Office (PPO) improves further by developing into a centre of excellence for the council, for portfolio, programme and project management to develop an organisation that continues its commitment to manage the implementation of change and improvement through the portfolio, programmes and projects
- Provides operational programme support to all corporate programmes by sponsoring good practice in identifying, scoping and implementing improvement and change projects
- Identifies linkages between the portfolio, programmes and projects to measure and maximise benefits within the overall portfolio and within individual programmes by working smarter together than any one programme or project alone can
- Acts as a visible champion of the council's commitment to manage improvement through a portfolio of programmes and projects, by sharing lessons learned and best practice, ensuring projects, programmes and the portfolio as a whole deliver corporate priorities
- Acts as a 'critical friend' and 'enabler' for corporate programmes and improvement projects by providing confidence to programme managers, project executives and managers to escalate issues to board level
- Provides an advisory role to projects, which does not get drawn into operational issues or distort the accountability defined within the project
- Promotes a non-defensive and no blame culture within the portfolio, programmes and projects and ensures a consistent but flexible use of the portfolio, programme and project management methodologies
- Co-ordinates organisational improvements identified as part of the 'Making Improvements' campaign.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PPO1	Develop a corporate register of programmes and projects	New for 2008/09	New for 2008/09	New for 2008/09	n/a	100%	100%
PPO2	Percentage of Corporate Programme Project Executives trained in Project Management Framework and/or PRINCE2	New for 2008/09	New for 2008/09	New for 2008/09	n/a	75%	80%
PPO3	Percentage of all Project Executives trained in the Project Management Methodology and/or PRINCE2	New for 2008/09	New for 2008/09	New for 2008/09	n/a	50%	55%
PPO4	Percentage of Corporate Programme Project Managers trained in the Project Management Methodology and/or PRINCE2	New for 2008/09	New for 2008/09	New for 2008/09	n/a	75%	80%

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PPO5	Percentage of all Project Managers trained in the Project Management Methodology and/or PRINCE2	New for 2008/09	New for 2008/09	New for 2008/09	n/a	50%	55%
PPO6	Percentage of Corporate Programme Projects using the Project Management Methodology with a signed off Project Brief and or equivalent document.	New for 2008/09	New for 2008/09	New for 2008/09	n/a	85%	95%
PPO7	Percentage of Corporate Programme Projects using the Project Management Methodology with a signed off Project Initiation Document (PID) or equivalent document	New for 2008/09	New for 2008/09	New for 2008/09	n/a	85%	95%
PPO8	Percentage of projects using the Project Management Methodology with a signed off Project Brief or equivalent document	New for 2008/09	New for 2008/09	New for 2008/09	n/a	25%	75
PPO9	Percentage of projects using the Project Management Methodology with a signed off PID or equivalent document	New for 2008/09	New for 2008/09	New for 2008/09	n/a	25%	75%
PPO10	Percentage of Corporate Programme Projects delivered within budget (of those completed)	New for 2008/09	New for 2008/09	New for 2008/09	n/a	75%	80%
PPO11	Percentage of Corporate Programme Projects delivered to time (of those completed)	New for 2008/09	New for 2008/09	New for 2008/09	n/a	75%	80%

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PPO12	Percentage of projects delivered within budget (of those completed)	New for 2008/09	New for 2008/09	New for 2008/09	n/a	10%	70%
PPO13	Percentage of projects delivered to time (of those completed)	New for 2008/09	New for 2008/09	New for 2008/09	n/a	10%	70%
PPO14	Percentage of completed Corporate Programme Projects that have completed a Post Project Implementation Review	New for 2008/09	New for 2008/09	New for 2008/09	n/a	100%	100%
PPO15	Percentage of all completed projects that have completed a Post Project Implementation Review	New for 2008/09	New for 2008/09	New for 2008/09	n/a	25%	70%
PPO16	Percentage of Corporate Programme Projects with a Project Executive, Project Manager, Senior Supplier and Senior User defined as part of the project team	New for 2008/09	New for 2008/09	New for 2008/09	n/a	100%	100%

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Transform services through the Business Improvement Programme (BIP)						
Service Improvement						
Improve officer and member knowledge and understanding of the council's programme and project portfolio	<p>Finalise the corporate register of all programmes and projects currently ongoing within the council</p> <p>Develop and agree a process for adding new projects to the register and monitoring progress</p> <p>Roll out of the collaboration software to all BIP Projects and commence roll out for other Corporate Programmes</p> <p>Complete a P3M3 (Portfolio, Programme and Project Management Maturity Model) self assessment questionnaire on the council's Project Management Maturity</p> <p>Develop an agreed design authority role within the BIP and throughout the current and future project dossier to ensure it is aligned to the Council's business operating model and customer service and access strategy (CSAS)</p>	<p>Complete the roll out of the collaboration software to all current and new projects to ensure that all programme and project information is stored and updated in one place</p> <p>Implement the improvements identified by the P3M3 self assessment for Project Management</p> <p>Complete a P3M3 (Portfolio, Programme and Project Management Maturity Model) self assessment questionnaire on the Council's Programme Management maturity</p> <p>Work with Heads of Service to support change with the design authority framework</p>	<p>Action complete</p> <p>Implement the improvements identified by the P3M3 self assessment for Programme Management</p> <p>Complete a P3M3 (Portfolio, Programme and Project Management Maturity Model) self assessment questionnaire on the council's Portfolio Management Maturity</p>	<p>Officers and members are clear on which programmes and projects are contributing to the Corporate Improvement Priorities and improve prioritisation of resources</p> <p>A more complete list of the council's programmes and projects</p> <p>Software in place that provides easy access to programme and project information</p> <p>Single place to access all information about each programme or project</p> <p>Better understanding of the benefits produced and make sure delivered, sharing of lessons learned leading to more effective and efficient management of projects</p> <p>A written assessment of the council's Portfolio, Programme and Project Management Maturity and action plan for improvement</p>	<p>Q1 Corporate register of programmes and projects complete. All BIP Projects set up in collaboration software</p> <p>Q2 All corporate programme projects set up in collaboration software</p> <p>Q3 P3M3 self assessment complete</p> <p>Q4 Action plan developed for implementing improvement actions identified by P3M3 self assessment</p>	HPPO

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Transform services through the Business Improvement Programme (BIP)						
CORPORATE IMPROVEMENT PRIORITY 9						
Objective : Strengthen community leadership role and role of Sunderland Partnership						
Service Improvement						
Ensure all projects have a robust business case, developed as part of the Project Initiation Document (PID) and all PIDs identify the benefits the project will deliver and how and when these will be measured	<p>The revised PID, including product based planning will be completed for all new projects. This will ensure realistic project plans are developed that deliver the right products</p> <p>Work with directorates to identify relevant officers to complete skills analysis to access the resources available to project assurance and where capacity needs to be developed</p> <p>Develop and strengthen the skills of officers in Project Executive and Project Assurance roles, to enable them to challenge and approve PIDs</p> <p>Develop the corporate and directorate programmes and ensure the benefits that will be delivered are incorporated in PIDs</p>	<p>Work with corporate programme managers to ensure that all programme benefits are delivered</p> <p>Continue to develop and strengthen the skills of officers in Project Executive and Project Assurance roles, to enable them to challenge and approve PIDs</p>	Complete - all new council projects are only implemented once the PID is completed and signed off by the Project Board	<p>Improved project management training, emphasising the importance of a clear business case that includes information on how much the project will cost compared to the benefits it will deliver</p> <p>Business cases will be reviewed to ensure that any changes that occur throughout the project do not adversely affect the benefits</p> <p>An increased number of council led programmes and projects are delivered to time and budget</p> <p>Programmes and projects are only started if there is a strong business case for the change proposed and the benefits delivered will outweigh the cost of implementing the project</p> <p>Improved services for customers and internal clients, helping to ensure value for money by delivering desired benefits</p>	<p>Q1 Corporate programme governance agreed</p> <p>Q2 Corporate programme benefits identified</p> <p>Q3 Project management skills analysis complete</p> <p>Q4 Action plan developed for improving project management skills</p>	HPPO

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement						
Manage and develop the portfolio of corporate programmes:	Co-ordinate the implementation and delivery of BIP phase 3 projects	Co-ordinate the implementation and delivery of BIP phase 4 projects	Co-ordinate the implementation and delivery of BIP phase 5 projects	Ongoing prioritised service improvement leading to easier access to improved services for customers	Q1 Phase 3 BIP projects agreed and profiles developed	
Manage and develop the BIP project portfolio, identify new improvement projects to be included in the BIP and ensure all projects deliver benefits that contribute to the programme benefits	Identify and prioritise improvement projects for inclusion in Phase 4	Identify and prioritise improvement projects for inclusion in Phase 5		Increase in the number of services that have been redesigned to be efficient and effective and meet customer needs	Q4 Phase 4 BIP projects identified	
Develop and manage the Community Leadership Programme (CLP) project portfolio and ensure all projects deliver benefits that contribute to the programme benefits	Co-ordinate the implementation and delivery of CLP tranche 1 - Governance Reviews LSP Review Action Plan accepted by LSP Consultant support accelerates review of form and purpose Area governance improvements approved Area boundary changes approved Performance Framework for Areas developed Scrutiny Task and Finish Group finalises report. Scrutiny Review completed	Co-ordinate the implementation and delivery of CLP tranche 2 - Business Process Improvements Adoption of common problem solving system across LSP Commissioning and completion of improved performance information system All elements of LA-LSP structure adopt common performance management system Launch of improved approach to collection of practice and material for 'Recognition for Action' campaign	Co-ordinate the implementation and delivery of CLP tranche 3 - Refinement and Embedding Structural review of scrutiny findings acted upon, Head of Scrutiny advertised for and appointed Scrutiny agenda balance altered towards performance monitoring and problem solving Local Area Plans developed Second wave of area governance changes introduced	Improved trust, reputation and satisfaction levels with the council and its partners Improved performance across the LSP	Q4 Governance reviews completed	

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Support the development of the emerging Economic Development Programme	Role definitions for Front Line Councillors, Officers, Area and Scrutiny Members finalised	Process guardians/enablers identified, trained and support networks set up				
	Establish the governance arrangements for the programme including identification of programme benefits	Hand-over programme management to Head of Strategic Economic Development				
	Further develop the City Centre Action Plan including quick wins (Please see the Regeneration and Community Cohesion Portfolio pages for related actions - Achieving Regeneration Throughout Sunderland section)					

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

During January 2009 the PPO has been working with other similar functions within the local government family as part of Core Cities benchmarking group. The benchmarking is part of the groups overall objective of learning from best practice across local government on portfolio, programme and project management. This benchmarking is at an early stage however, based on the information to date Sunderland PPO currently provides the service at the second lowest cost of all the authorities taking part in the benchmarking exercise. It is anticipated that recommendations from the completed benchmarking exercise will provide further opportunities to improve value for money and continuous improvement.

The 2009/10 budget was set taking account of efficiency savings totalling £4,000, arising from a review of staffing arrangements.

**LEADER AND DEPUTY LEADER
PROGRAMME AND PROJECT OFFICE**

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	163,937	160,785	161,982	Employees	218,279
2	3,199	844	844	Transport	3,350
3	18,156	2,358	40,614	Supplies and Services	2,749
	<u>185,292</u>	<u>163,987</u>	<u>203,440</u>	Delegated Budget	<u>224,378</u>
				Non-Delegated Items	
4	0	12,705	12,705	Central Support Services Recharges	13,948
5	19,049	4,455	(3,123)	Employees FRS 17 - Pension Adjustment	(2,967)
6	0	0	26,627	Asset Charges	26,627
	<u>19,049</u>	<u>17,160</u>	<u>36,209</u>	Non-Delegated Budget	<u>37,608</u>
	<u>204,341</u>	<u>181,147</u>	<u>239,649</u>	TOTAL BUDGET	<u>261,986</u>
	3.0	3.0	3.0	Total No. of Staff	4.0

Responsible Budget Holder

Head of Programme and Project Office

FURTHER INFORMATION

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LEADER AND DEPUTY LEADER

CORPORATE POLICY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure that appropriate frameworks are in place to help the council alongside partners to deliver better outcomes for local people and help fulfil the council's community leadership role. To achieve this aim, the service:

- Manages and supports partnership activities, including the Sunderland Partnership (managing and overseeing the delivery of the commitments established in the Sunderland Strategy 2008-2025 and Local Area Agreement 2008-2011)
- Manages the council's corporate strategic planning process (including the preparation of the Corporate Improvement Plan (CIP) and Annual Report)
- Provides policy support to the Chief Executive and Leader of the Council
- Co-ordinates the development of the city's Economic Masterplan in conjunction with the Head of Strategic Economic Development
- Provides a research and information facility to support the strategic management of the council
- Monitors and reports on new central and regional government policies and initiatives, as well as co-ordinating the council's response to various Government consultations
- Co-ordinates and supports various corporate and external initiatives and working groups.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	Publication of CIP by 1 April and endorsement by Audit Commission as "fit for purpose"	Yes	Yes	Yes	Yes	Yes	Yes
Op2	Publication of new Sunderland Strategy and agreed LAA for April 2008	n/a	Yes	Yes	Yes	n/a. PI to be deleted	n/a. PI to be deleted
Op3	"Green light" from GONE in respect of Sunderland Partnership Performance and Improvement Plan	Yes	Yes	Yes	Yes (GONE no longer rates Partnerships on 'Green Light' basis. Ratings now provided on LAA partnership working - see Op4 below)	n/a	n/a
Op4	"Green light" from GONE in respect of LAA partnership working	n/a	n/a	n/a	See Op3 above	Yes	Yes

LEADER AND DEPUTY LEADER

CORPORATE POLICY

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY						
Objective : All						
<u>Service Improvement</u> Enhance the strategic planning process to more clearly define the council's contribution to delivering the ambitions for the city	Strengthen and embed the SPP across the council, to include: <ul style="list-style-type: none"> ▪ Interim review of the SPP and amendment based on lessons learned ▪ Strengthened performance management arrangements ▪ Increased emphasis on improvement planning ▪ Review and amendment of Corporate Improvement Priority content and update CIP accordingly 	Comprehensive review and updating of SPP and CIP content to ensure processes are responding to changing agendas (internal and external influences) to provide a new full CIP in 2011/12	Review SPP and amend according to lessons learned	Service improvement planning contributes to the achievement of the council's improvement agenda and delivers recognisable customer service improvements that address local need and improve value for money	Q1 Review of SPP Q2 Corporate Improvement Priorities review Commence SPP Q4 CIP publication Q1 - Q4 Performance management Improvement Planning	HPPI
CORPORATE IMPROVEMENT PRIORITY						
Objective : All						
<u>Service Improvement</u> Strengthening partnership working to improve the quality of life for all Sunderland residents including enhanced joint working and co-ordinated design and delivery of services, and enhanced community engagement and involvement	Utilise problem solving techniques to deal with key challenges Encourage partners to develop action plans for improvement Improve the governance arrangements for delivering the LAA Commence process to identify the priorities to be included in the LAA 2011/12- 2013/14	Using the outcome of the review process set out and implement arrangements for the development of the LAA 2011/12 - 2013/14 Produce improved LAA and associated delivery arrangements	Comprehensively review performance between 2008/09 and 2010/11 Implement lessons learnt from the review	Creation of a robust action plan for targeted improvement in the quality of life for local people Implement targets that contribute to improved quality of life for the residents of the city	Q1 - Q4 Quarterly performance reports Q2 Annual review report	HPPI

LEADER AND DEPUTY LEADER

CORPORATE POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY						
Objective : All						
Service Improvement						
Maximise opportunities and added value from partnership working	<p>Embed new structural arrangement for the Partnership</p> <p>Develop and implement Sunderland Partnership policy arrangements</p> <p>Ensure full engagement of partners in delivering and reviewing the Sunderland Strategy and LAA</p> <p>Work with partners to maintain "Green" assessment of LAA partnership working</p> <p>Project complete - Partnership governance arrangements reviewed</p> <p>Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of CAA</p> <p>Explore opportunities for working across boundaries within Tyne and Wear City region</p>	<p>Review the structural arrangement of the Partnership to ensure they are operating effectively and make any adjustment that may be required</p> <p>Support effective operation of Sunderland Partnership</p> <p>Develop and implement policy arrangements</p> <p>Review performance against targets ensuring that lead agents are analysing any problems effectively and implementing actions to address the issue</p> <p>Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of CAA</p>	<p>Continue to deliver, monitor and review Sunderland Strategy 2008-2025</p> <p>Review the revised structures to ensure they are still fit for purpose</p> <p>Full engagement of partners in LAA and annual review of targets</p> <p>Work with partners to maintain the "Green" assessment of LAA partnership working</p> <p>Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of CAA</p> <p>Pursue opportunities for joint working in Tyne and Wear</p>	<p>Partnership arrangements and relationships are in line with Government expectations</p> <p>Improvement in quality of life for all Sunderland residents</p> <p>Sunderland Partnership meets and responds to new legislative requirements</p> <p>Partners fully appraised of the role they play in the LAA</p> <p>Governance arrangements are fit for purpose in the light of current policy developments</p> <p>"Green" assessment from Government Office</p> <p>Partners are responsible for key targets, information is provided in a timely manner</p> <p>Targets set within the LAA are measurable</p>	<p>Q1 Develop work programmes to take forward each of the IDeA improvement recommendations</p> <p>Q2 Annual LAA Review Report</p>	HPPI

LEADER AND DEPUTY LEADER

CORPORATE POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
		Progress any opportunities for working across boundaries within Tyne and Wear City region		Partnership takes full advantage of opportunities for Multi Area Agreements (MAA) and is an active partner in any regional/sub regional consortium		

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

All council services have been encouraged to develop performance indicators as part of the strategic planning process. Performance indicators have also been developed by the Sunderland Partnership.

The original LAA for Sunderland (signed off in March 2006) focused on the key issues facing the council and partners at that time. The driver for the development, implementation and management of the LAA was service improvement and improvement targets were set for each priority target included in the LAA. Legislation has been introduced to make LAAs a key part of the Government mainstream public sector improvement and reform agenda. A new LAA has been developed, and was signed off by Government in June 2008, to ensure that the City's agreement is consistent with the requirements of the Government's intentions. The new LAA identifies 33 priority indicators from the National Indicator Set which will be used to highlight the need for improved performance in key areas and puts in place action plans and service developments that are designed to bring about improvement. The LAA also provides the basis on which performance is monitored and as such will be a key document for the Audit Commission as they carry out their area assessment as part of CAA.

The Sunderland Partnership is represented on the Local Strategic Partnership (LSP) Regional Forum, LSP National Forum and LSP Futures Group, ensuring that the Partnership is kept fully up to date on emerging policy issues, can share best practice in LSPs and has the opportunity to inform Government strategy, policy and practice. A peer review carried out by IdeA has resulted in the development of an improvement programme which will enable the partnership to perform effectively and efficiently in light of its new responsibilities.

In response to the Government's devolution agenda, to ensure that the council operates efficiently and effectively at a City regional level, new arrangements have been created. These include the development of a Tyne and Wear MAA and the establishment of a staff and governance structure to support the Tyne and Wear City Regional Partnership.

In common with a number of services within the Office of the Chief Executive, the majority of the Corporate Policy service's costs are staff costs. In order to minimise the impact that efficiency savings have on service delivery, the Office of the Chief Executive takes a collaborative approach to the efficiency agenda and seeks to identify savings across the whole of the Division.

The 2009/10 budget has been set taking account efficiency savings of £36,000 arising from a review of working arrangements and business processes.

LEADER AND DEPUTY LEADER

CORPORATE POLICY

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	542,968	593,240	597,553	Employees	632,078
2	6,673	6,836	6,836	Transport	2,736
3	379,320	80,442	95,600	Supplies and Services	24,588
4	94,616	0	0	Delegated Budget c/fwd	0
	<u>1,023,577</u>	<u>680,518</u>	<u>699,989</u>		<u>659,402</u>
5	483,566	181,354	181,742	Less Income	0
	<u>540,011</u>	<u>499,164</u>	<u>518,247</u>	Delegated Budget	<u>659,402</u>
				Non-Delegated Items	
6	160,264	171,891	166,829	Central Support Service Recharges	194,524
7	656,679	671,055	671,055	Less Income	853,926
	<u>(496,415)</u>	<u>(499,164)</u>	<u>(504,226)</u>	Non-Delegated Budget	<u>(659,402)</u>
	<u>43,596</u>	<u>0</u>	<u>14,021</u>	TOTAL BUDGET	<u>0</u>
	12.0	13.0	13.0	Total No. of Staff	14.0

Responsible Budget Holder

Head of Corporate Policy and Performance Improvement

FURTHER INFORMATION

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LEADER AND DEPUTY LEADER

CORPORATE POLICY

GRANTS TO COMMUNITY PROJECTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	42,608	42,608	42,608	Social Enterprise Sunderland	42,608
2	0	273	273	Northumbria Coalition Against Crime	273
3	0	4,348	4,348	Tyne and Wear Foundation	4,348
4	7,501	7,501	7,501	Anti-Fascist Association	7,501
5	0	8,628	8,628	Support to Regional Racist Equality Council	8,628
6	10,869	10,869	10,869	G.A.T.E.S Project	10,869
7	93,981	0	0	Thorney Close Enterprise Centre	0
8	15,643	0	0	Delegated Budget c/fwd	0
	<u>170,602</u>	<u>74,227</u>	<u>74,227</u>	TOTAL BUDGET	<u>74,227</u>

Responsible Budget Holder

Head of Corporate Policy and Performance Improvement

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure improvements in economic prosperity in the city through encouraging strategic business inward investments and re-investments.

To achieve this aim, the service:

- Develops measures to increase the level of business activity and stimulate sustainable economic interest and business investment in the city
- Provides support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth
- Provides proactive and reactive support and assistance to secure direct strategic investment and re-investments within the city to create and safeguard local jobs
- Promotes physical and infrastructure improvements for business growth
- Works to develop a skilled and motivated workforce to support the long term goals of Sunderland as a competitive location
- Provides strategic policy and project development for business growth and investment.

The service is delivered by the Business and Investment Team in conjunction with the Economic Development and Business Support service within the Regeneration and Community Cohesion Portfolio.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	Business Competitiveness: Develop measures to increase the level of business activity and stimulate economic interest and investment in the city: <ul style="list-style-type: none"> ▪ Substantive Inward Investment Enquiries ▪ Company Visits - Aftercare ▪ Software City - Steering Group 	31	50	51	Yes	50	40
		5	12	21	Yes	20	20
		n/a	n/a	n/a	n/a. PI commences 2008/09	8	8
Op2	Marketing and Promotion: Promote and raise the profile of the City of Sunderland to ensure that it sustains and improves its economic success. Promote the city internationally	n/a	n/a	n/a	n/a. PI commences 2008/09	4 interventions	4 interventions
Op3	Business Infrastructure: Provide a full range of quality sustainable employment sites, premises and infrastructure for business development and investment: <ul style="list-style-type: none"> ▪ Explore Site Opportunities for Washington Workspace ▪ Investigate Broadband Capacity Provision for Business 				n/a PI commences 2008/09	Mar 09	n/a
					n/a PI commences 2008/09	Mar 09	n/a

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging the development of an enterprising culture						
<u>Service Improvement</u> Develop a strategic role in the development of Sunderland Software City	Develop initiatives and secure funding to progress action plan and proposals	Project development and delivery	Implementation, monitoring and review	Deliver Software City and develop a new knowledge based sector in the city	Q4 Action plan and funding package in place	HCBI
<u>Service Improvement</u> Provide a range of targeted financial incentives to encourage job creation, business start-up and growth	Review of Incentives Scheme, taking into account needs of local business in light of current economic conditions	Annual Review by assessing grant scheme for local impacts and monitoring individual grant awards	Annual Review by assessing grant scheme for local impacts and monitoring individual grant awards	Delivery of appropriate financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors	Q2 Implement Unified Communication System Q4 Submission of project proposals for funding Q4 Complete review	
<u>Service Improvement</u> Increase aftercare role with key inward investors in response to current economic conditions	Support existing businesses with appropriate customised interventions	Continue support as required		Improve resilience in the local economy and safeguard jobs		

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Performance information is monitored on a monthly basis, with performance reports prepared for discussion with the Head of Service. All activities have appropriate performance management systems in place and regular reports are produced. At a wider level, work undertaken by the Audit Commission has demonstrated the difficulty in developing local economic development performance indicators. Nevertheless, a number of methods to measure the performance of economic development activities in the city have been introduced - these have encouraged debate on how to measure economic development and compare local performance.

Intelligent use is made of performance measures to influence and measure activities. These have been developed incrementally to be meaningful, appropriate and useful to service development. Further development of performance measures will be undertaken to reflect on service impacts and influence and direct future interventions in line with the Sustainable Sunderland Strategy.

Following investment at the Evolve Business Centre, Evolve has supported the growth and development of over 30 businesses with the creation of over 150 new jobs and is on target to achieve its projected outcomes for the first three years of operation. With the increased use of facilities, further opportunities will be explored for income generation.

The Working Neighbourhood Strategy has been agreed, and will drive forward efforts to create successful neighbourhoods across the city by putting employment and enterprise at the centre of efforts to improve prosperity in those localities. The overall aim of the Working Neighbourhoods Strategy is to increase the economic prosperity of Sunderland by increasing the number of residents in work and those in business on their own account. The programme of activity will contribute towards the City's achievement of key indicators by supporting 2,500 Sunderland residents to move from out of work benefits and progress into either sustainable employment or self-employment by March 2011. Opportunities to maximise the effectiveness of this resource will be explored across the service.

The service seeks opportunities for partnership working, where appropriate, and is working in partnership with a number of public and private sector partners on business support and job creation initiatives, including the Job Linkage network, Working Neighbourhoods Strategy and Rainton Bridge Business Park.

The 2009/10 budget has been set taking account of efficiency savings totalling £29,000, arising from:

- A review of working arrangements and business processes (£15,000)
- Partnership working arrangements (£14,000).

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	267,423	266,226	267,930	Employees	276,980
2	47,931	19,000	19,000	Transport	17,500
3	146,141	46,962	46,926	Supplies and Services	22,645
4	426,195	386,245	454,975	Employment and Sectoral Initiatives	386,245
	<u>887,690</u>	<u>718,433</u>	<u>788,831</u>		<u>703,370</u>
5	103,074	0	0	Less Income	0
	<u>784,616</u>	<u>718,433</u>	<u>788,831</u>	Delegated Budget	<u>703,370</u>
				Non-Delegated Items	
6	13,122	11,314	(5,274)	Employees - FRS17 Pensions Adjustment	(5,154)
7	234,140	227,932	227,932	Central Support Service Recharges	266,944
8	1,577	1,578	0	Asset Charges	0
9	784,496	0	518,000	Deferred Charges	1,300,000
	<u>1,033,335</u>	<u>240,824</u>	<u>740,658</u>	Non-Delegated Budget	<u>1,561,790</u>
	<u>1,817,951</u>	<u>959,257</u>	<u>1,529,489</u>	TOTAL BUDGET	<u>2,265,160</u>
	4.0	4.0	4.0	Total No. of Staff	4.0

Responsible Budget Holder

Head of City Business and Investment Team

FURTHER INFORMATION

Janet Snaith, Head of Business and Investment Team, Tel: 0191 561 1166, email: janet.snaith@sunderland.gov.uk

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to assist the Chief Executive, Members and directorates in the delivery of excellent services by improving the quality and effectiveness of all forms of internal and external communication.

To achieve this aim, the service:

- Positions the council as a strong, effective, forward looking and modern authority
- Takes the lead role in positioning Sunderland as a place where people chose to live, work, study, visit and invest
- Improves awareness, interest and engagement with council staff, Members and residents through good internal and external communications.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
CC1	Number of positive press releases, statements or feature material distributed	n/a	n/a	n/a	New for 2008/09	160	180
CC2	Number of staff across the council on communication related training	n/a	n/a	n/a	New for 2008/09	20	30
CC3	Increase in visits to council website	n/a	n/a	n/a	New for 2008/09	7%	8%
CC4	Positive media coverage relating to council	n/a	n/a	n/a	New for 2008/09	200	210
CC5	Increase partners' use of city brand (%)	n/a	n/a	n/a	New for 2008/09	25%	28%
CC6	Increase number of people who read generic council magazine	n/a	n/a	n/a	New for 2008/09	2%	2%
CC7	Improve residents satisfaction with the council	n/a	n/a	n/a	New for 2008/09	1%	1%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 7

Objective: Improving the approach to communications

Service Improvement	2009/10	2010/11	2011/12	Outcomes	2009/10 Milestones	Lead Officer
More effective communication with residents	Ensure residents have access to key service information by modernising all public information	Undertake research on new public information and refresh and amend literature accordingly	Review literature introduced during 2009/10 and 2010/11 and refresh and amend accordingly	Easy to read suite of customer focused information	Q1 Audit of current materials in circulation Q2 - Q3 Initial documents produced Q4 Identify outstanding documents required, produce and obtain feedback	HCC

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Improve communications with residents by producing additional information targeted at local areas	Undertake research on new 'local' information and refresh and amend accordingly	Dependent on research undertaken on 'local' information, continue to develop information targeted at local areas	Suite of localised information People more aware of what is happening in their local areas	Q1 Budget approved and first publications launched Q2 - Q3 Additional publications produced Q4 Additional publications produced and research undertaken into effectiveness of them	
	Develop six (bi-monthly) council focused campaigns, focussing on the city council's priorities to improve understanding of the services delivered	Undertake research into the success of previous campaigns and use the feedback to develop new campaigns focussing on the council's priorities	Building on the success of previous campaigns and MORI figures develop new campaigns aimed at increasing satisfaction	Improved understanding by residents of the services delivered by the council and partners Improved resident satisfaction with council services	Q1 - Q4 Bi-monthly campaigns to be produced	

CORPORATE IMPROVEMENT PRIORITY 9

Objective: Improving partnership working

<u>Service Improvement</u>						
Working with the Sunderland Partnership to encourage 'feel good' factor in residents about the city's regeneration and future prospects	Maximise on-street awareness of regeneration success by making better use of site hoardings Working with partners develop a marketing strategy for the city with action plan and proposed sources of funding	Ensure full advantage is made of on street opportunities Roll out of action plan	Identify funding and additional locations to ensure full advantage is made of on street opportunities Build on activity to date, review and refresh action plan accordingly and implement	Generate feel good factor in residents about the city's regeneration and future prospects Comprehensive marketing strategy for the city, signed up to by all key partners	Q1 Identify locations Q2 - Q4 Introduce greater on-street presence Q1 Agreement of city marketing strategy Q2 - Q4 Identify sources of funding and undertake some initial marketing activity	HCC

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY						
Objective: All						
Service Improvement More effective management of the council's reputation	Secure more positive media coverage for the council and the city by implementing a proactive public relations plan	Build upon the positive media coverage and implement a proactive PR plan for the year ahead	Taking into account perceptions research, implement a proactive PR plan for the year ahead to tackle/overcome negative perceptions	Improved communication with residents Improved understanding by residents of the services delivered by the council and partners	Q1 - Q4 20 positive national media references for Sunderland Q1 Offer training programme for all new Members	HCC
	Minimise problems from negative media coverage by investing in media training and development for key officers and members	Review feedback from the training programme and ensure all relevant officers and members undertake the programme	Roll out training programme to all new relevant members and officers and provide refresher training for those who have already undertaken the programme	Improved resident satisfaction with council services	Q2 - Q4 Offer training programme for officers and deliver crisis training as and when required	
	Maximise advocacy potential of all council staff by reviewing methods of internal communications to ensure better penetration of messages to front line staff	Review the impact of new internal communication methods and refresh if appropriate	Introduce additional methods of internal communication, if required	Staff are better informed, more able to respond and act as ambassadors for the council	Q1 Review, evaluate and undertake an audit of current methods of communication Q2 - Q4 Introduce additional/revised methods of communication	

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Although the Service does not have any statutory performance indicators, it recognises the importance of performance and improvement and has developed a range of performance indicators for 2009/10.

The 2009/10 budget has been set taking account of efficiency savings totalling £48,000, arising from:

- A review of working arrangements and business processes (£39,000)
- General back office administrative efficiencies (£9,000).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	390,565	387,358	416,323	Employees	441,236
2	1,680	1,945	1,945	Transport	1,945
3	325,090	225,534	225,510	Supplies and Services	172,099
4	29,853	0	0	Delegated Budget C/Fwd	0
	<u>747,188</u>	<u>614,837</u>	<u>643,778</u>		<u>615,280</u>
5	113,823	26,250	26,250	Less Income	26,250
	<u>633,365</u>	<u>588,587</u>	<u>617,528</u>	Delegated Budget	<u>589,030</u>
				Non-Delegated Items	
6	31,520	35,729	35,729	Central Support Service Recharges	43,422
7	193,995	198,845	198,845	Less Income	203,816
	<u>(162,475)</u>	<u>(163,116)</u>	<u>(163,116)</u>	Non-Delegated Budget	<u>(160,394)</u>
	<u>470,890</u>	<u>425,471</u>	<u>454,412</u>	TOTAL BUDGET	<u>428,636</u>
	10.0	9.9	10.7	Total No. of Staff	11.0

Responsible Budget Holder

Head of Corporate Communications

FURTHER INFORMATION

Susan Wear, Head of Corporate Communications, Tel: (0191) 561 1135

Email: susan.wear@sunderland.gov.uk

LEADER AND DEPUTY LEADER

INTERNATIONAL

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the council maximises the benefits and opportunities of international engagement, including the city's links with its international partners and its participation in related networks and partnerships.

To achieve this aim, the service:

- Co-ordinates implementation of the city's International Strategy
- Develops and co-ordinates the city's town twinning and international partnerships
- Co-ordinates the city's activity within EUROCITIES and other appropriate regional, national and international networks
- Raises awareness of the benefits of international activity, including participation in European Union (EU) trans-national projects
- Analyses European policy impacting on the city and promotes relevant European and international initiatives.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	International Partnerships: Number of activities organised	7	8	9	Yes	8	10
Op2	No of companies supported to engage in international business activity	n/a	n/a	n/a	New PI for 2009/10	n/a	
Op3	No of schools with International School Award (Foundation level or above)	n/a	n/a	n/a	New PI for 2009/10	45	40

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 9						
Objective: Strengthen community leadership role and the role of the Sunderland Partnership						
Service Improvement Continue to develop a co-ordinated and strategic approach to international engagement within the council and across the city through implementation of Sunderland's International Strategy, strengthening the focus on performance management and communications activity	Strengthen partnership working by bringing in VCS and additional health representation; review arrangements for managing the International Strategy Group and its work at end of calendar year	Manage ongoing implementation of International Strategy through Partnership-wide Steering Group, responding to findings in review of arrangements and reviewing again at end of calendar year	Manage ongoing implementation of International Strategy through Partnership-wide Steering Group, responding to findings in review of arrangements and reviewing again at end of calendar year	Greater understanding within the city council and across Sunderland Partnership organisations of the current and potential contribution of international activity to achieving strategic priorities	Q1 - Q4 Quarterly Steering Group meetings Q1 and Q3 Edition of Worldwide developed, issued and circulated widely	IM

LEADER AND DEPUTY LEADER

INTERNATIONAL

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Build performance management into the work of the International Strategy Steering Group to assess the impact on the city and its residents including more robust PIs for City Council activity; identify means of responding appropriately to findings	Review approach to developing international activity and measuring its impact based on performance information for 2008 and 2009 calendar years; implement appropriate changes for 2010	Monitor the level and nature of international activity and its impact on the city and its residents; identify means of responding appropriately to findings	A clearer understanding of the impact of international engagement within Sunderland to enable the benefits to be maximised for the city as a whole	Q3 Collation of information on international activity within council directorates and across Sunderland Partnership during 2009	
	Embed a proactive approach to communicating the benefits of the International Strategy into the work of the Steering Group	Review activity carried out within the Communications Strategy during previous year; identify means of responding appropriately to findings	Increase the level/range of communications activity building on successful areas to date	Increased awareness among residents and partner organisations of the international dimension within Sunderland, and increased understanding of the positive impact effective international engagement can have for them	Q4 Annual report produced and presented to Cabinet and Partnership Board including priorities for 2010	
	Strengthen relationships with key external partners such as the LGA, British Council etc	Review relationships with key partners such as the LGA, British Council etc and identify additional opportunities to work together	Support the development of an ongoing constructive relationship with key partners such as the LGA and British Council	Increased understanding of the level and nature of international activity within Sunderland and its impact	Q1 - Q4 Ongoing discussions with key external partners such as UK Trade and Investment and British Council to support development of co-operation activity	

LEADER AND DEPUTY LEADER

INTERNATIONAL

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging the development of an enterprising culture						
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life						
Service Improvement Manage the ongoing development of Sunderland's relationships with its international partners in line with the International Strategy, increasing economic development activity, creating opportunities for city schools to strengthen the international dimension in education, and generating additional opportunities to share good practice	<p>Broaden engagement of schools in international activity under the Friendship Agreement with Washington DC to include all areas of the city and increase co-operation in ICT and e-Government</p> <p>Introduce an annual programme with Harbin covering agreed economic development, educational and cultural activity</p> <p>Implement year 1 of CLGF Good Practice Scheme proposal with South African partner, introducing an international development element to the council's activity</p> <p>Facilitate increased activity involving city schools and St Nazaire</p>	<p>Continue to develop activity under the Friendship Agreement with Washington DC; review achievements since 2006 to inform renewal discussions</p> <p>Progress co-operation activity with Harbin, Nanjing and Liuzhou (subject to their ongoing relationship with University)</p> <p>Implement 2nd and final year of CLGF scheme with South Africa</p> <p>Continue to develop co-operation with St Nazaire including school activity</p>	<p>Discuss renewal of Friendship Agreement with Washington DC; continue to develop programme of activity in line with strategic priorities</p> <p>Progress co-operation activity with Harbin, Nanjing and Liuzhou (subject to their ongoing relationship with University)</p> <p>Review city's experience in CLGF scheme; consider appropriate future activity in light of this</p> <p>Review and continue to develop co-operation with St Nazaire including school activity</p>	<p>Additional opportunities for business development; increased awareness among the business community of the level and nature of international activity within the city; enhanced learning experiences for children and young people; additional opportunities for residents including young people to engage in cultural activity with international partners to increase knowledge and understanding of other cultures and provide opportunities for creativity; good practice developed</p>	<p>Q1 Trade Mission to Harbin and Nanjing, and formal Signing Ceremony in Harbin</p> <p>Q3 New education proposals developed with Washington DC, Harbin and Saint-Nazaire for beginning of school year</p> <p>Q1 and Q4 Submission of CLGF proposal and achievement of Year 1 objectives</p> <p>Q3 Sunderland activity in place for Essen's year as European Capital of Culture on behalf of the Ruhrgebiet</p> <p>Q1 - Q4 Ongoing cooperation with lead officers within Directorates, external partners and business community</p>	IM

LEADER AND DEPUTY LEADER

INTERNATIONAL

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Increase cultural activity with Essen linked to their year as European Capital of Culture on behalf of the Ruhrgebiet	Continue to develop co-operation activity with Essen	Review and continue to develop co-operation activity with Essen			
	Identify opportunities to build on city's links with Ireland, strengthening business, educational and cultural activity	Identify opportunities to continue to strengthen city's relationship with Ireland	Review city's links with Ireland to identify additional opportunities to be pursued			
	Raise the profile of Sunderland as an international city to encourage continued international business development and investment	Identify opportunities to continue to raise the profile of Sunderland as an international city to help safeguard and support ongoing development of the city's economy	Review and continue to develop opportunities to support international business development and investment			

CORPORATE IMPROVEMENT PRIORITY 7

Objective: Build organisational leadership and capacity

Service Improvement						
Increase awareness of EU Policy, and European and International initiatives relevant to city priorities (including EU transnational programmes), and strengthen capacity to pursue the city's interests in key policy fields within EUROCIITIES and other appropriate networks	Review engagement in EUROCIITIES, with North East England Office (NEEO) in Brussels, and with regional partners on European matters during 2008/09. Adjust co-ordination arrangements to maximise take-up of appropriate opportunities to share experience.	Facilitate effective participation in EUROCIITIES and with NEEO and regional partners in European matters, consolidating city's reputation within three initial policy areas	Review engagement in EUROCIITIES and with NEEO and regional partners in European matters. Adjust co-ordination arrangements to broaden participation and maximise benefits more widely within other policy areas	Development of good practice to shape improved service delivery. Increased understanding of EU policy and legislation and its impact on the city and increased influence on policy development	Q1 Attendance at EUROCIITIES Co-operation Platform event Q3 Participation in EUROCIITIES AGM Q1 - Q4 Ongoing participation in relevant EUROCIITIES Forum and Working Group discussions	IM

LEADER AND DEPUTY LEADER

INTERNATIONAL

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Develop good practice and influence EU policy development in key policy areas, initially Economic Development, Knowledge Society and Environment</p> <p>Develop approach to promote 2009 as European Year of Creativity and Innovation, and other relevant European and International initiatives such as European Day of Languages, which can become model for engagement in future years</p>	<p>Identify opportunities to promote European and International initiatives in relation to e.g. languages, cultural diversity, mobility, volunteering and citizenship</p>	<p>Identify additional opportunities to promote European and International initiatives in line with strategic priorities</p>	<p>Additional opportunities for residents including young people to engage in cultural activity with international partners. Increased knowledge and understanding of other cultures and improved community cohesion</p>	<p>Q1 - Q4 Ongoing engagement with lead officers within directorates in key policy fields</p> <p>Ongoing liaison with regional partners e.g. ANEC, European Strategy Group members, North East England Office in Brussels, Local Government Association, and within other appropriate networks</p>	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Partnership-wide approach to international activity and work undertaken to date to position Sunderland as a global city was highlighted in the Executive Summary of the peer review of the Local Strategic Partnership Peer Challenge in April 2008.

A Performance Management Framework, including a Work Programme with proposed outcomes and a series of potential measures or indicators for each area of work, was agreed for the first time in October 2008 when the updated International Strategy was endorsed. This is part of the process of developing appropriate means to measure the benefits of activity undertaken under the International Strategy.

Information on the level and nature of international activity within the council was reported against this Work Programme for the first time in the annual report covering January to December 2008. This framework will enable progress to be measured more easily with a view to providing an indication of increased levels of activity, or new areas starting to draw benefits from international engagement.

The 2009/10 budget has been set taking account of efficiency savings of £1,000 relating to general back office administrative efficiencies.

LEADER AND DEPUTY LEADER

INTERNATIONAL

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	0	0	88,212	Employees	113,717
2	0	0	0	Transport	7,115
3	32,575	16,665	44,165	Supplies and Services	20,436
4	(4,736)	0	0	Delegated Budget c/fwd	0
	<u>27,839</u>	<u>16,665</u>	<u>132,377</u>	Delegated Budget	<u>141,268</u>
				Non-Delegated Items	
5	0	0	0	Central Support Service Recharges	9,751
6	0	0	(1,411)	FRS 17 Pensions Adjustment	(2,289)
	<u>0</u>	<u>0</u>	<u>(1,411)</u>	Non-Delegated Budget	<u>7,462</u>
	<u>27,839</u>	<u>16,665</u>	<u>130,966</u>	TOTAL BUDGET	<u>148,730</u>
	0.0	0.0	3.0	Total No. of Staff	3.0

Responsible Budget Holder
International Manager

FURTHER INFORMATION

For further information about the service please see the International Strategy or contact Catherine Auld, International Manager, Tel: (0191) 561 1156, email: catherine.auld@sunderland.gov.uk.

LEADER AND DEPUTY LEADER

CUSTOMER SERVICE NETWORK

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver improved council and partner services by increasing choice and improving access, relevance and efficiency, delivered through the council's telephony and e-mail contact centre and network of Customer Services Centres.

To achieve this aim, the service:

- Undertakes delivery of the Customer Service and Access Strategy priorities
- Delivers service and business improvements in line with the council's transformation and improvement agenda
- Manages and delivers services through the Contact Centre and Customer Service Network (CSN)
- Supports development and migration of services from the way they are currently being delivered to utilise the new access channels available, including change management and business re-engineering support
- Works with internal and external partners to jointly plan and develop the Sunderland CSN, including project management
- Provides customer care training as appropriate to customer service professionals.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PF2	Number of assisted Customer Service Centres opened	4	3	1	No - Ryhope opened in 2008/09 and Doxford Park development delayed	2	1
PF4	Number of hits to Information Kiosks	88,064	70,000	116,800	Yes	n/a	n/a
PF8	Percentage of abandoned calls	14%	Less than 5%	n/a	No - Contact centre telephony performance data was gathered using the server that formed part of the Cisco Telephone infrastructure which was decommissioned and replaced by the new Avaya system	Less than 5 %	Less than 5%
OP 1	Average speed to answer calls	n/a	90% in 30 seconds	n/a	No - contact centre telephony performance data was gathered using the server that formed part of the Cisco Telephone infrastructure which was decommissioned and replaced by the new Avaya system	90% in 30 seconds or less	90% in 30 seconds or less
NI 14	Reducing avoidable contact	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting baseline

LEADER AND DEPUTY LEADER

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective : Enhance Customer Services						
Service Improvement Review and improve current Service Provision	Review and improve service provision through: Establishing the new CSN employee structure to provide the basis for accelerated service migration Establishing an agreed and prioritized action plan for service migration Completion of service migration		Undertake a review of the Customer Service and Access Strategy and action plan priorities	Provide improvements to customer services: Most appropriate location for the strategic management of the Customer Service function determined Customer Services to become the advocate on behalf of the customer so that they receive seamless service delivery	Q1 Review the management and structure of customer services and implement new staffing structure Service Migration action plan agreed Q2 - Q4 Undertake service migration	HoP&SD
	Improve the interaction between the customer services function and service delivery teams: Ongoing review of Service Level Agreements (SLAs) for all services provided by customer services Ongoing review of Information provided by service delivery teams to ensure that customer services can answer Frequently Asked Questions	Improve the interaction between the customer services function and service delivery teams: Ongoing review of SLA for all services provided by customer services Ongoing review of Information provided by service delivery teams to ensure that customer services can answer Frequently Asked Questions	Absorbed into the services annual work programme As above	Strengthened delivery arrangements for those services transferred to Customer Services Providing assurance to customers that they will be kept informed by a member of Customer Service staff of the progress of their enquiry	Q1 - Q4 Review of SLAs/service catalogue and monitoring of quantitative and qualitative performance measures Q4 Review of Customer Care Standards undertaken	CRM

LEADER AND DEPUTY LEADER

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Plan to implement the new customer Service model	Deliver a consistent standard of customer care across the council: Undertake a review of customer service standards in line with changes in customer preferences	Deliver a consistent standard of customer care across the council: Provide ongoing customer care training as appropriate		All council staff adhering to agreed set of customer service standards Customers will receive the same level of service irrespective of where they access the council	Q1 - Q4 Customer care training provided to service teams	SDTs
	Provide ongoing customer care training as appropriate. Undertake Mystery Shopping exercises to measure the success of service improvements and make recommendations for further improvement available to all the relevant service staff	Undertake Mystery Shopping exercises to measure the success of service improvements and make recommendations for further improvement available to all the relevant service staff		NI 14 To reduce avoidable contact	Q1 - Q4 Programme of Mystery Shopping exercises completed to inform development of Customer Insight Strategy	CRM
	Ensure that service design and delivery is based around customer requirements: Develop a customer insight strategy linked with corporate consultation initiatives and DEMOS and MORI research		Undertake a review of the Customer Service and Access Strategy and action plan priorities	Defined business intelligence framework developed	Q1 - Q4 Customer consultation undertaken to inform delivery of Customer Insight Strategy Programme of Mystery Shopping exercises completed to inform development of Customer Insight Strategy Q4 Customer Insight Strategy complete	CRM

LEADER AND DEPUTY LEADER

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement</p> <p>Implement the Design principles of the new customer Service model</p>	<p>Access Design Principles</p> <p>Use customer data as evidence base for future provision and design of services</p> <p>Enhance front office staff role to act as a broker and advocate as well as initiating service</p>	<p>Access Design Principles</p> <p>Design services around customer needs, irrespective of traditional boundaries (internally and partners)</p> <p>Provide customers with a choice of access channels although services will migrate to the lowest cost delivery channel (where appropriate)</p> <p>Front office function capable of being extended to other council and partners' facilities</p>	<p>Undertake a review of the Customer Service and Access Strategy and action plan priorities</p>	<p>Customer access reengineered to meet the needs of all customers whilst providing effective and efficient service delivery</p> <p>Customers will access the council by the most appropriate channel for the particular type of transaction that they are undertaking</p>	<p>Q1 - Q4</p> <p>Determination of the scope of services to be included within the Customer Service Network</p>	<p>CRM</p>
	<p>Processing Design Principles: Establish systems to ensure customers are kept fully informed of the progress of their enquiry</p> <p>Move transaction processing from back office to front office</p>	<p>Develop new and innovative channels in line with technology and customer demand</p>		<p>Delivery processes reengineered inline with customer need</p> <p>Relationship between the front office and service delivery teams reengineered to optimise the customer experience</p>	<p>Q1 - Q4</p> <p>Work to build capacity and skills to enable the re-engineering of services and processes complete</p>	
	<p>Deliver Design Principles</p> <p>Achieve increases in productive time within service delivery through clearer separation of process elements and improvements in scheduling and routing from the deployment of mobile technology</p>			<p>Customer Services will be the customer advocate for the council so that customers will experience seamless service delivery</p>		

LEADER AND DEPUTY LEADER

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service will carry out the key actions in the Service Improvement Action Plan to ensure efficiencies are identified and value for money is achieved.

There are plans to further develop Customer Services in Sunderland through implementation of the CSAS Action Plan. A steering group has been established to oversee implementation of the CSAS and develop initiatives to reduce avoidable contact. The service is committed to reviewing its existing network to ensure that this remains as effective and efficient as possible:

- A review of service provision has led to the re-provision of Customers Services facilities from Grangetown to Ryhope
- Enhancements to the Customer Service Centre Network have enabled savings to be realised following a review of the effectiveness and usage levels of street kiosks
- A review of operational arrangements has led to further exploration of opportunities to incorporate library facilities into Customer Service Centres.

The 2009/10 budget has been set taking account of efficiency savings totalling £172,000 arising from:

- A review of working arrangements and business processes (£146,000)
- A review of procurement arrangements (£26,000).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	2,838,989	2,235,145	2,434,625	Employees	2,428,992
2	442,091	455,373	563,723	Premises	453,728
3	14,047	14,984	14,980	Transport	5,230
4	295,166	280,205	242,690	Supplies and Services	188,819
5	15,387	15,240	240	Third Party Payments	245
6	50,237	0	0	Revenue Contribution to Capital	0
	<u>3,655,917</u>	<u>3,000,947</u>	<u>3,256,258</u>		<u>3,077,014</u>
				Less Income	
7	1,381,368	957,486	1,131,330	Income	1,134,084
8	160,143	0	0	Delegated Budget c/fwd	0
	<u>1,541,511</u>	<u>957,486</u>	<u>1,131,330</u>		<u>1,134,084</u>
	<u>2,114,406</u>	<u>2,043,461</u>	<u>2,124,928</u>	Delegated Budget	<u>1,942,930</u>
				Non-Delegated Items	
9	113,971	44,708	(21,029)	Employees - FRS17 Pensions Adjustment	0
10	630,474	622,416	621,921	Central Support Service Recharges	624,946
11	21,954	24,492	24,492	Departmental Recharges	24,792
12	0	13,234	13,729	Grounds Maintenance	13,979
13	35,631	41,780	91,746	Asset Charges	91,746
	<u>802,030</u>	<u>746,630</u>	<u>730,859</u>		<u>755,463</u>
14	2,225,531	2,132,354	2,132,354	Less Income	2,698,393
	<u>(1,423,501)</u>	<u>(1,385,724)</u>	<u>(1,401,495)</u>	Non-Delegated Budget	<u>(1,942,930)</u>
	<u>690,905</u>	<u>657,737</u>	<u>723,433</u>	TOTAL BUDGET	<u>0</u>
	129.0	124.0	128.5	Total No. of Staff	128.5

Responsible Budget Holder

Head of Project and Service Development

FURTHER INFORMATION

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LEADER AND DEPUTY LEADER

RESOURCES

ROLES AND RESPONSIBILITIES

The Resources portfolio has overall responsibility for the efficient use of financial, ICT, human and property resources. As a result, the portfolio has specific responsibility for:

- City Solicitors
- Budgetary and Financial Affairs (in conjunction with the Leader and Deputy Leader Portfolio)
- Corporate Personnel functions
- Performance Improvement
- ICT
- Risk Management
- Procurement
- Property Services.

The Portfolio is also the champion for the council's efficiency work and for e-government.

PORTFOLIO CONTEXT

Statutory Context

The Resources portfolio works within the context of the Government's Modernisation Agenda 1999 and the Local Government White Paper Strong and Prosperous Communities published by the Communities and Local Government (CLG) in October 2006. Functions undertaken by the Resources Portfolio are strongly influenced by statute, Government regulation and professional codes of practice, which carry statutory backing.

During the past year the Portfolio dealt with the following key statutory impacts and work will continue during 2009/10 in each area:

The Corporate Manslaughter and Corporate Homicide Act 2007 - came into force April 2008. The law will create a new offence of corporate manslaughter. A planned review of the statutory dismissal procedures will be closely monitored over the next year.

Freedom of Information Act 2000 - from January 2005 the public had a right to request access to a wide range of information held by the council. Procedures have been put in place to deal with requests in a timely and efficient manner, in accordance with the requirements of the Act.

Disability Discrimination Act 1995 - in 2004, additions to the Act placed a duty on service providers including local authorities to make reasonable adjustments to the physical features of their premises to overcome barriers to access.

The Children Act 2004 - this Act provided councils with a framework for the future of children's services with an emphasis on integrating key services provided for children and young people, particularly Education and Social/Health services for vulnerable children. A new Public Outline (PLO), replacing the current protocol for Judicial Case Management in Public Law Act cases, is to be implemented via a practice direction from the President of the Family Division in April 2008.

The Civil Contingencies Act 2004 - the Act provides a framework for civil protection and has significant implications for the council's Emergency Planning duties.

The Data Protection Act 1998 - the Act provides a framework to make new provision for the regulation of the processing of information relating to individuals, including the obtaining, holding, use or disclosure of such information.

The Approved Code of Practice Act 1995 - the prevention or control of legionellosis (including legionnaires' disease). During 2007/08 schemes have been prepared for preventing or controlling the risk; implementing, managing and monitoring. This compliance work will be ongoing during 2008/09.

The Construction (Design and Management) Regulations 2007 (implemented April 2007) - It is anticipated greater control of Health and Safety in this area.

The Regulatory Reform (Fire Safety) Order 2005 - Requires any person who exercises some level of control in non-domestic premises to take reasonable steps to reduce the risk from fire and ensure occupants can safely escape if a fire does occur.

The Crime and Disorder Act - The Act requires additional assessments to all projects where public safety may be a consideration e.g. Public Buildings, Schools and Common Areas.

RESOURCES

The Sustainable Communities Act 2007 aims to provide local communities with greater power over the decisions that are made for the environmental, economic or social sustainability of their area, as such the council now has a duty to involve as highlighted in the Act.

The Local Government White Paper and Local Government and Public Involvement in Health Act set out a new performance framework including Comprehensive Area Assessment at its heart. This will focus on the place rather than the individual, the new framework will be in place for April 2009. The Local Government and Public Involvement in Health Act which could affect the way the authority functions. Authorities are required to select one of two leadership models by 31st December 2009. This Act also broadens the powers of scrutiny committees and the jurisdiction of the ombudsmen.

The ACAS Code of Practice on Disciplinary and Grievance Procedure will come into effect, when the statutory dismissal and grievance procedures are abolished.

Financial Legislation - The City Treasurer has statutory responsibilities under the Local Government Act 1972 (Section 151) to ensure the proper administration of the council's financial affairs, and under the Local Government Act 1988 (Sections 112 - 114) in relation to the avoidance of illegal expenditure and deficit. Adequate financial services and systems are key to fulfilling these responsibilities.

The Accounts and Audit Regulations 2003, as amended in 2006, require the council to:

- Conduct a review, at least once a year, of the effectiveness of its system of internal audit and to publish an Annual Governance Statement with its Statement of Accounts
- Maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with proper internal audit practices
- Be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.

There is a legal requirement to comply with the requirements of the Late Payment of Commercial Debts (Interest) Act 1998, as amended and supplemented by the Late Payment of Commercial Debts Regulations 2002, and the VAT Act 1994 in paying supplier invoices.

A new governance framework for local authority accounting will be introduced in 2010/11 to ensure compliance with International Financial Reporting Standards which is intended to standardise accounting procedures across most of the UK public sector. Phased changes to move towards full compliance is underway.

Housing and Council Tax Administration is carried out in accordance with the Social Services Contributions and Benefits Act 1992 and follows the rules laid out in the Social Security Administration Act 1992. The Decision Making and Appeals Regulations stem from the Child Support and Social Security Act 2000.

In January 2010 the European Union procurement thresholds are expected to change and these will need to be incorporated into the council's Procurement Procedure Rules.

A new Equality Act is due to be enacted during the year which will bring together existing legislation relating to disability, sex, race and other grounds of discrimination within one piece of legislation. Although pre-emptive action has been put into place to anticipate new equality requirements in relation to procurement the precise content of the Act will need to be examined and additional action taken as appropriate.

Changes to the Civil Procedures Rules will be made in 2009 which will significantly reduce the timescales for providing a decision in respect of motor claims. These changes will have an impact on the claims handling service and failure to comply could lead to proceedings being issued and the council being denied the opportunity to defend a claim.

Local Socio-Economic Change

In respect of service improvement there are increasing expectations from residents for delivering high quality efficient, accessible and effective services which meet their needs. There are also increasing expectations that the council delivers value for money, listens to the views of residents and acts upon feedback. Levels of deprivation and associated issues regarding health and literacy means the council needs to consider this as part of the overall 'hard to reach' or tackling social exclusion agenda.

The current economic climate and forecasted recession may have an adverse effect on all areas of the council and the residents of the City of Sunderland. This is being closely monitored in order to review and assess impact. Key current issues being addressed include:

RESOURCES

- The impact on the council's treasury management arrangements and operations (managing its debt and investment portfolios). The position is being kept under regular review - the council continues to consider future investments very carefully with the principal and over riding consideration being the security of the deposit.
- The position in relation to resourcing the council's capital programme through the effect of the downturn on the ability of the council to obtain optimum value for the sale of assets considered surplus to requirements.
- The impact on the council's revenue budget principally concerning:
 - Income sources such as car parking, planning fees, investment income;
 - The volatility of energy prices;
 - The need to resource services to address the changing needs of the city's communities e.g. newly unemployed people.
- The potential for increased incidence of fraud and the need to guard against this through raising fraud awareness and through consideration in the deployment of resources in the Internal Audit Services Plan and risk management resources across the council and within Directorates.
- The increase in benefit caseload, as a result of the likely decrease in employment levels in the city. The caseload and performance is being closely monitored in order to react to pressures as they arise and measures are being taken to increase benefit take up.

There is continued involvement in a range of nationally recognised 'community outreach' projects - Digital Challenge, e-Neighbourhoods, e-Champions and Electronic Village Halls to promote community access, technology awareness, encourage inclusion, promote equality, community and learning, etc.

There continues to be a large ICT input into Customer Service Centres, encompassing Adult Education, Sure Start, Primary Care Partnerships, Wellness, Library, Housing, Extended Schools and other access to a full range of services.

Other Key Issues

Nationally and locally there is an increased focus on councils demonstrating strong community leadership through efficient and effective service delivery. Community aspirations are rising regarding access choice and relevance of services and increased emphasis in national performance management frameworks using resident satisfaction with council and specific services. The council needs to ensure it can continuously improve services and the performance management framework supports increased citizen involvement including consultation and engagement; listening to views of residents and setting objectives and actions accordingly is key to this.

The new performance management framework for 2009 CAA involves a forward looking assessment of the prospects for the future achievement of shared priorities by the council and other local partners.

CAA provides opportunity to challenge and develop the council's performance arrangements to become more confident, more self determining, driving forward its own improvement through increased self awareness, self assessment and robust performance management.

CAA will change the way inspectorates engage locally and the service is responsible for developing the council's ongoing relationship with the CAA lead.

CAA will place importance on citizen and customer views, it will be important that the council can demonstrate that it has mechanisms in place to understand community needs.

CAA will place greater emphasis on shared priorities by the council and other local partners. The council has an important role in ensuring that the ambition is properly understood at local level with partners within the Sunderland Strategy.

Within the CAA, a major aspect concerns the Use of Resources element. This spans areas wider than those which are principally finance based for the first time and also tests how well resources are joined up across partners to achieve planned outcomes as set out in the Local Area Agreement 2008 - 2010 and the Sunderland Strategy. These challenges will require actions such as leading and contributing to the preparation of a Single Investment Plan, joint financial planning across partners, sharing expertise in relation to the use of resources and organisational assessments and pooling budgets where appropriate.

The Comprehensive Spending Review October 2007 and requirement for 3% efficiency savings reinforces the need for securing increasing value for money whilst delivering increasing choice in service provision. There is an increasing focus on service transformation - changing the way the council works to provide a more specific streamlined services to the customer, reducing waste whilst service levels increase.

RESOURCES

The Benefits Service function was a service block within the CPA process, and has scored the top score of 4 out of 4 since the inception of CPA. For 2008/09 and beyond the service is subject to a Key Lines of Enquiry Return and it is important that this service continues to build on the high standards of performance achieved in recent years.

The need to continue to explore how ICT systems can help to achieve the business objectives of the council and its partners continues to be a high priority. Within this overall objective, how the council continues to develop its investment in the SAP system to provide an Enterprise Resource Planning solution which maximises cross council sharing of relevant data to add value continues to be a high priority. Within the overall SAP development project, the business case for consolidating on one SAP instance and the need for a replacement cash receipting system to improve migration to more efficient methods of cash collection are immediate high priorities for action.

ICT continues to be essential to the underpinning of improvements to service delivery and it supports the whole council's compliance to the Information Security Management System standard. A programme project schedule and resource review has been developed as part of the Business Improvement Programme. This is a key issue in the successful delivery of the Digital Challenge Programme and the ICT Unit is providing a significant contribution to the Building Schools for the Future Programme and integration of BSF into 'business as usual'.

With regard to key issues surrounding Land and Property, energy initiatives to deliver efficiencies and carbon reduction are being embedded. The energy review will require ongoing performance management by Property Services. The property rationalisation project is being escalated to the Business Improvement Programme, this project will provide the council with opportunities for smarter working, additional capacity and re-shaping of service delivery to improve outcomes across all service areas.

The Stress Management Project will continue through the next year with action plans and training in place to address the issues raised through the audit.

A new British Standard for Risk Management was introduced during October 2008. An assessment of how well the council meets the standard has been undertaken and the risk management strategy is being updated to ensure that it meets the new standard. This will also inform the independent review which is underway of the Corporate Risk Profile.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
We will meet the needs of all citizens, including harder to reach groups by: Continuing to improve the performance of council services Being more effective and efficient Improving our people development Designing services around the needs of citizens Ensuring the council strives to be more representative of the city's population	The council is currently reevaluating the methodology for the Phase 2 Pay and Grading Review.	Ongoing. EMT to keep the council's approach to Phase 2 under review. The provision of an overview of pay information across the organisation.		SP1

RESOURCES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement the Equal Pay Audit and the Pay and Grading Review Phase 2 	<p>The second Equal Pay Audit of the council's total workforce was undertaken and completed in September 2008</p>	<p>Equal Pay Action Plan developed. Links with Corporate Equality Plan and Workforce Strategy.</p>		
<ul style="list-style-type: none"> ▪ Contribute to the achievement of Level 4 of the Equality Standard for Local Government 	<p>Yes. Level 4 action plan is drafted and currently being agreed.</p>	<p>Level 4 action plan agreed and actions progressed</p>		SP8
<ul style="list-style-type: none"> ▪ Respond to outcomes from Health and Safety Executive audit of stress management 	<p>HSE audit was delayed. It took place in October 2008. We are awaiting the outcomes of this.</p>	<p>An action plan has been developed and circulated. Actions will continue to be progressed during 2009/10</p>		SP2
<ul style="list-style-type: none"> ▪ Targeted attendance management actions as agreed by EMT 	<p>Yes The actions were agreed at EMT and implemented.</p>	<p>New attendance management and leave of absence policy implemented. The Focus has now changed and improved workforce attendance will now be a BIP project.</p>	CI07 CI08	
<ul style="list-style-type: none"> ▪ Review Human Resources and Payroll business processes associated with the implementation of Phase 2 of SAP HR/payroll system 	<p>Yes. Phase 2 of the project commenced, and being managed as a project under the BIP.</p>	<p>Once fully implemented the council should have comprehensive accurate workforce data from which to inform / improve target setting and action planning</p>	CI01	
<ul style="list-style-type: none"> • Respond to new performance monitoring requirements of the Local Government and Public Involvement in Health Act, Comprehensive Area Assessment and National Indicator Set 	<p>See the next 2 points below</p>			
<ul style="list-style-type: none"> ▪ Develop and deliver a CAA Roadmap for the council and Sunderland Partnership 	<p>Yes - IDeA LSP Peer review completed with action plan that is now embedded within the council's Community Leadership programme</p>	<p>Council more self aware and able to drive focused improvement</p>	CI03	
<ul style="list-style-type: none"> ▪ Implement revised and improved performance management and monitoring arrangements for the council and Sunderland Partnership 	<p>Yes - The national indicator set and monitoring and reporting requirements has been implemented</p>	<p>Higher proportion of performance indicators in upper quartiles</p>	CI03	

RESOURCES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement ITIL standard across council ▪ Implement Digital Challenge programme and introduce 14 new services 	<p>Partial. Continued improvements to processes instigated to introduce best practice Service Delivery and Support throughout the year. Now rolled into a BIP enablement project.</p> <p>Yes</p>	<p>ICT Service Management compliance providing best practice service delivery and support.</p> <p>Improved community working. Residents provided with improved access to services (with an emphasis on Children, Working Age, Pension Age, People with Care and Hard to Reach themes.</p>	<p>CIO2 CIO3</p> <p>CIO1 CIO3 CIO4</p>	<p>All SP's</p> <p>All SP's</p>
<p>Ensuring more productive use of the council's operational property portfolio</p> <ul style="list-style-type: none"> ▪ Improve service delivery, space utilisation and reduce the running costs of operational property by agreeing with services projects for property rationalisation 	<p>No</p> <p>Progress has been made in identifying options for some parts of the portfolio. However the full option appraisal has not yet been completed. Improved capacity and project governance arrangements will be introduced.</p>	<p>Full option appraisal to be completed. Introduction of improved capacity and project governance arrangements</p>	<p>A3</p>	<p>SP7</p>
<p>Ensuring the Portfolio contributes towards community safety</p> <p>Improving the energy efficiency of the council's property portfolio</p> <ul style="list-style-type: none"> ▪ Increase the number of council buildings with a satisfactory security rating. ▪ Complete energy audits for all council buildings and implement automatic meter reading plus BMS conversion to assist with improved energy management and efficiencies 	<p>Yes</p> <p>Buildings surveyed and findings utilised for improvement works</p> <p>Investment in energy conservation initiatives started in March 2008 and is continuing on a site by site basis. Automatic metering of electricity supplies is due to commence in November 2008 and water supplies in January 2009</p>	<p>Reduced risk of burglary or damage to buildings and Anti Social Behaviour</p> <p>Reduced energy consumption/wasted energy. Re-direction of savings into frontline services. Achievement of value for money.</p>	<p>A2</p> <p>A1</p>	<p>SP7</p> <p>SP7</p>
<p>Reviewing the councils Industrial Portfolio</p> <ul style="list-style-type: none"> ▪ Review the financial and employment performance of the portfolio. Consult tenants regarding requirements 	<p>Yes</p>	<p>Report to be considered by Members with a view to agreeing to the retention of the portfolio and a policy for future management of the portfolio.</p>	<p>CI03</p>	<p>SP1</p>

RESOURCES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Improving building maintenance service delivery to ensure high levels of customer satisfaction and retention of service</p> <p>Deliver risk assessment and advice to schools to ensure health and safety and other on site security risks are managed</p> <ul style="list-style-type: none"> ▪ Complete transfer of staff and functions to CCS and implement partnership agreement ▪ Feasibility exercise by Security Services in conjunction with schools leading to the production of an action plan 	<p>Yes Property surveys completed and data analysed</p> <p>Priorities established from survey work undertaken</p> <p>Maintenance plans produced following discussion with services and interpretation of data.</p> <p>Additional resources secured for building maintenance</p> <p>Staff transferred</p>	<p>Identification and prioritisation of remedial/maintenance work required.</p> <p>Produce maintenance plans based upon discussion with service areas and interpretation of data</p> <p>Commence maintenance works in accordance with plans to improve buildings and accessibility.</p> <p>Ongoing building maintenance programme to improve accessibility and maintenance of service.</p> <p>Achieve efficiency savings, redirection into frontline services.</p>	<p>A3</p> <p>A1</p>	<p>SP7</p> <p>SP1</p>
<p>Continuing to modernise transactional services</p> <p>Implementation of web based ordering and e-invoicing</p> <p>Promotion of electronic payment processes / payment channels</p>	<p>Yes - partially - Health, Housing and Adults (the pilot directorate) went live in November 2008, with the remaining directorates scheduled to go live in 2009</p> <p>Yes - This is a rolling programme of improvement aimed at migrating payments to more efficient payment channels thus reducing transaction and administrative costs</p>	<p>To provide information to aggregate spend by category across the council to enable it to:</p> <ul style="list-style-type: none"> - Participate in collaborative procurements where that represents best value - Ensure best value from council external spend including through sensitively challenging the need for choice, and where appropriate, standardising provision. <p>To reduce transaction costs through e-enablement of ordering and payment processes - these will increase as the roll out and engagement by directorates progresses. Directorate of Health, Housing and Adults cashable saving is £70,000 and will be managed out over 2 years</p> <p>Reduced transaction costs e.g. bank charges. Savings were taken into account in the Revenue Budget 2009/10. Reduced administration. These savings were invested to improve collection rates and collection of arrears further</p>	<p>CIP8</p>	

RESOURCES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
	<p>There has been an overall increase in the number of direct debit payers from 65,598 to 69,722.</p> <p>There has been an increase of 1,725 internet payers from 3,897 to 5,622 - an increase of 44%.</p> <p>There has been an increase in the percentage of creditor payments made by BACS from 81.71% to 82.71%.</p>	<p>As a consequence of the increased use of electronic payment channels, there has been a decrease in cash payment transactions which has led to savings of £35,000. These have been taken into account in the 2009/10 Revenue Budget</p>		
<p>Implement CPA and CAA Use of Resources Action Plan</p>	<p>Yes</p> <p>2008 Use of Resources assessment improved over 2007 - scoring maximum 4 in 4 out of 5 areas of assessment. This was due to a rolling programme of improvement aimed at ensuring continuous improvement to meet CPA / CAA requirements</p>	<p>Positive reputation benefits Reduced fraud and misappropriation Reduced loss Improved Value for Money Maximised resources</p>	<p>CIO3 CIP8</p>	
<p>Further developing Corporate Procurement arrangements to ensure maximisation of efficiencies arising through adopting a corporate approach to procurement</p>	<p>Yes - Achieved by introducing a category management approach to procurement within corporate areas of spend</p>	<p>Exceeded target - actual delivered £508,843 - contributed towards improving the financial position of Directorates and the council (some of the savings were shared) resulting in a lower level of budget savings required in preparing the 2009/10 Revenue Budget</p>	<p>CI03</p>	<p>SP1</p>
<p>Implement Local Housing Allowance</p> <ul style="list-style-type: none"> ▪ Pay benefit customers directly by BACS 	<p>Yes</p> <p>LHA implemented.</p> <p>Payment by BACS has been implemented</p>	<p>Compliance with legislation</p> <p>Improved customer satisfaction through speedier and more secure payments</p>	<p>CI01 CI03</p>	<p>SP1</p>
<p>Further development of Council Tax and Benefit Systems through e enablement and business process re-engineering</p>	<p>Yes. Implementations ongoing to provide e-enablement through use of OPENAccess module of IBS OPENSsystems, to provide a citizen portal for the provision of account information to the customer planned for March 2009</p> <p>The fast track benefit applications process was reviewed in line with new benefit regulations</p> <p>Use of text facility has been expanded to fast track process</p>	<p>To increase the number of ways customers can access and choose how they receive the services</p> <p>Improved customer satisfaction</p>	<p>CI01 CI03</p>	

RESOURCES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Implement Public Law Outline. (Child Protection case Management system replacing existing Protocol)</p> <ul style="list-style-type: none"> ▪ Ensure revised procedures are in place with Children's Services to reduce the time taken on care proceedings 	<p>Yes Public Law Outline Protocol prepared</p> <p>Training in this area is being rolled out across Children's Services and Legal Services</p>	<p>Effectively safeguard the children within the City of Sunderland</p> <p>Reduced the impact of care proceedings on the children of Sunderland due to improvements in the conduct of care proceedings</p>		SP4
<p>Improve public access to services and encourage public involvement in council activities</p> <ul style="list-style-type: none"> ▪ Implement Action plan for Scrutiny for 2008/09 ▪ Issue a revised customer complaints leaflet which will be available in different languages and print sizes ▪ Implement Total Land Charges ▪ Review access to information procedures throughout the council 	<p>Yes Terms of reference for review committees have been revised</p> <p>A Members Working Group has been implemented</p> <p>A review is underway with IDEA representatives</p> <p>An article has been published in the November edition of Sunrise advising how to complain and explaining the Anti Fraud and Whistleblowing Policy</p> <p>The revised leaflet is in draft and is anticipated to be agreed and available in various languages and sizes before the end of 2008/09</p> <p>New publication scheme issued to the Corporate Information Management Working Group. Consultation with Directorates on the release of information</p> <p>Total Land Charges introduced January 2009</p> <p>Information gathering and validation exercise completed by the Information Management Working Group</p> <p>Collation of Information for release on the Publication Scheme across all Directorates</p> <p>Cabinet approval of the publication scheme</p>	<p>Improved public involvement in council activities</p> <p>Improved access to council services</p> <p>Improved effectiveness of the review committees</p> <p>Customers from a variety of minority groups and sensory impairments will be able to access this information more easily</p> <p>Improved turnaround time on land searches</p> <p>Improved system processes within Department and council as the new system interacts within other systems</p>	CIO1	

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
	Scheme published on the Internet	Improved transparency of information by the council and for the public Fewer Freedom of Information requests to the council		
<p>Further enhance the e-Democracy Project to significantly improve councillor/Officer /Customer engagement</p> <ul style="list-style-type: none"> ▪ Promote the use of ICT through the community leadership project to improve public engagement in council services 	<p>Yes Committee Members Information System embedded</p> <p>Facilities to committee room 1 improved and work ongoing to implement further improvements</p> <p>Members now using technology</p>	<p>Efficiency savings as a result of reduced resources required to provide and deliver hard copies of agenda's, minutes etc.</p> <p>Improved access to council information by members</p>	CIO3	

RESOURCES

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Organisational Development, Culture and Performance <u>PERFORMANCE IMPROVEMENT</u> Develop new performance framework across the council which responds to the new national agenda (including CAA).	Develop corporate response to CAA including Area Assessment and Organisational Assessment. Use opportunity of CAA to support performance management arrangements within the Sunderland Partnership to facilitate focus on delivering improved outcomes.	Embed the approach and response to Area Assessment and the Organisational Assessment under CAA	Continue to use CAA to improve outcomes under Area Assessment and the Organisational Assessment	Positive Area assessment judgement High performing organisational assessment including use of resources score and managing performance score Reinforce the reputation of Sunderland City Council and the city as high performing and well regarded Delivering value for money through efficient and effective services	Undertaking area assessment Undertaking organisational assessment including managing performance and use of resources judgements. The assessments will be undertaken in November 2009	HPI
Enable local people and groups to engage with partners and influence the development of responsive local public services.	Further development of the citizens panel including more interactive forms of engagement and capacity building and improved representativeness	Targeted engagement practices developed reflecting area arrangements and equality issues	Development of more regular tracker surveys and customer segmentation analysis	Development of citizens panel indicators regarding level of engagement and perceptions of the council	Q2 Panellist survey to measure outcomes	HPI
Improve consultation and community engagement and ensure that it is being used effectively to inform service design and delivery	Procure and implement an e-consultation solution			Improvement of service quality feedback improvement Wider range of local people's views sought	Q1 Decision taken on e-consultation solution	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Ensure consultation programme based on the findings of the Place Survey and Residents Survey</p> <p>Implement a consultation / engagement calendar</p>			<p>Improved access channels for engaging local people</p> <p>More planned and integrated consultation, less duplication of effort and improved usage of information</p> <p>Contributing to the Duty to involve</p>	<p>Q1 Calendar implemented</p>	
<p>Strengthening the Performance Management Framework to ensure that performance data and business intelligence is being actively used to inform service design and improvement</p> <p><u>CORPORATE PERSONNEL</u></p>	<p>Implement performance management software to enhance both data collection and availability of a comprehensive range of intelligence data at city and local area levels</p>	<p>Proactive service design and improvement, using data to help segment both customer and take up data to inform local solutions</p>	<p>Fully integrated data intelligence information site active in relation to both the council and partnership</p>	<p>Improved data collection and data quality</p>	<p>Q1 Performance management system live</p> <p>Q3 and Q4 Links to GIS and web availability developed</p>	<p>HPI</p>
<p>Review pay and grading structure in line with equality legislation</p>	<p>Plan and action the Pay and Grading Review Phase 2</p>	<p>Action the Pay and Grading Review Phase 2</p>	<p>Project complete</p>	<p>Improved workforce satisfaction within the council</p>	<p>Q1 - Q4 Pay and Grading Review Phase 2 project plan to be approved and actioned as appropriate with milestones in plan once final approach agreed</p>	<p>CHP</p>
<p>Review HR and Payroll business Processes</p>	<p>Implement the Phase 2 of the SAP HR/Payroll System.</p> <p>Progress the unification of the HR function.</p>	<p>Implementation of Phase 2 of the SAP HR/Payroll System.</p> <p>Monitor and review the unification of the HR function</p>	<p>Ongoing monitoring actions to ensure that HR/Payroll system is effective to the organisations needs and provides accurate monitoring information</p>	<p>Comprehensive accurate workforce data to inform improvements and target setting</p>	<p>Q1 - Q4 Phase 2 to be implemented in line with project plan</p>	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Targeted sickness absence management interventions	Commission and undertake the biannual employee survey, analyse results and implement necessary interventions, in line with the findings from the project under the BIP. Lead upon the implementation of the corporate stress action plan	Continue to implement necessary sickness absence interventions and wellbeing strategies	Commission and undertake the biannual employee survey, analyse results and implement necessary improvements, in line with the findings from the project under the BIP.	Achieve a 10% reduction by April 2010	Q1 and Q2 Action plan, design and gain approval for the Employee Survey. Q3 and Q4 Issue the survey to employees, compile and develop action plans in conjunction with Directorates	CHP
Implement key actions within workforce development plan and skills for life agenda	Deliver the Sunderland Leadership Programme and implement the Skills for Life action plan	Review previous delivery and support to continue to deliver and improve upon the success of the Sunderland Leadership Programme and the skills for life agenda action plan	Review previous delivery and support to continue to deliver and improve upon the success of the Sunderland Leadership Programme and the skills for life agenda action plan	Improved workforce satisfaction with the council. Improved support for managers and employees through more consistent understanding of key behaviours	Successful delivery of Leadership Course starting in September 2009 and February 2010 Q1 and Q2 identify stakeholders and create action plan for review and development	CHP
	Review the Corporate Workforce Development Plan	Implement the Corporate Workforce Development Plan and it's actions	Monitor progress, agree improvement changes as required and continue to implement the Corporate Workforce Development Plan's actions		Q3 Sample data gathering exercise to identify qualification levels of employees September 2009.	DCPM

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>CORPORATE ICT</u> Further improvement and building of e-Neighbourhoods and improved promotion of social inclusion reflecting local needs (now being accelerated with the successful Digital Challenge award programme)</p>	<p>Improve access and availability to beneficiaries through the deployment of 14 new services, namely:</p> <ul style="list-style-type: none"> ▪ WorldMark ▪ Smart Sunderland ▪ ICT@home ▪ Digi-size ▪ FlashMeeting ▪ Hexagon ▪ Health@home ▪ Health information point and automated hospital check-in ▪ Health-e ▪ Assistive technology ▪ Transport alert ▪ 'My Sunderland' ▪ Sun-TV ▪ Equipment loan scheme <p>Projects due to be completed by 31st March 2010</p>			<p>Diversity and improved community working, providing people with access to services and maintaining SCC at the forefront of such partnership working</p> <p>Emphasis on Children, Working Age, Pension Age, People with Care and Hard to Reach themes providing for example:</p> <ul style="list-style-type: none"> ▪ Increased income at working age for children ▪ Reduction in unemployment ▪ Increased skills and knowledge on leaving school ▪ Improved Health ▪ Increased income for working ages ▪ Increased skills and knowledge for working age, etc 	<p>Gather information and statistics to develop plan</p> <p>Q4 Update plan in collaboration with stakeholders.</p> <p>All projects now underway. Successful implementation of projects with achievement of outcomes</p>	

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Connection to and provision of council service delivery with partners via the Government Secure Data Exchange Network (GSX)	GSX Installation, connection and initial use and take up.	Ongoing expansions of use as the business needs are identified by council service areas	Ongoing expansions of use as the business needs are identified by council service areas	<p>Plus bonuses of:</p> <ul style="list-style-type: none"> ▪ reduced childhood poverty in 2nd generation and reduced crime and fear of crime <p>Providing cost efficient interchange of shared data. Assisting with avoidable contact. Contributes to NI 14</p>	Connection and initial service users go live as project schedules dictate.	ACHIC T / ISM
<p>Asset Management</p> <p><u>LAND AND PROPERTY</u> Ensure that the property portfolio effectively supports the delivery of improved council services and current/future LSP aspirations for the regeneration of the city</p>	<p>Develop utilisation targets for all services, optimising costs and linking into Smarter Working projects</p> <p>Develop property rationalisation proposals and implement service improvement and rationalisation programme</p> <p>Identify key areas for strategic acquisitions to support</p>	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	<p>Council property space occupation increased from 62% in 2006 to 80% by 2015, resulting in reduced running costs, reduced maintenance backlog and the increased potential for capital receipts for reinvestment. (Specific targets will be identified once the options for property rationalisation have been agreed)</p>	<p>Q1 Agree rationalisation programme for Adult Services.</p> <p>Q2 Agree rationalisation programme for Children's Services</p> <p>Q3 Agree overall programme for building rationalisation</p>	BSSM

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Support sustainable patterns of consumption and development, retaining our low eco-footprint and protecting the city's diverse natural environment	Implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits and results of Display Energy Certificates)	Continue to implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits and results of Display Energy Certificates) and will form part of the services annual work programme		Reduce energy consumption in all council owned buildings - target of 10% reduction in consumption to be sustained through to 31 December 2010 (monitored via the energy review) Reduced energy costs and carbon emissions (See Carbon Plan action in Planning and Transportation Portfolio)	Q1 AMR installation for electricity (monthly billed supplies) and water to commence Q3 AMR installation complete Q1 - Q4 ongoing Salix investment. Start replacement of obsolete BMS systems as identified in SIP bid	BSSM
Retail only fit for purpose property.	Develop asset management plans to highlight building defects and breaches of property related legislation Use the A.M.P. to target the application of the repairs and maintenance budget.	Continue to develop the A.M.P. and target methods of reducing the backlog of maintenance Review the A.M.P. to assess the impact of maintenance targeting on legislative compliance.	Continue to develop the A.M.P. Reassess the backlog of maintenance Review the condition categories of the Civic Building portfolio	Reduction in property related legislation breaches Reduce maintenance backlogs.	Q1 - Q4 Monthly monitoring of budget expenditure and year end assessments of maintenance backlog and legislation breaches	BSSM
Develop facilities to improve service delivery	Deliver the Capital programme for new build and refurbishment of Council property	Deliver the Capital programme for new build and refurbishment of council property	Deliver the Capital programme for new build and refurbishment of council property	Improvement in building portfolio in terms of condition, suitability and sufficiency and sufficiency ratings	Q1 - Q4 Ongoing review Capital programme Delivery of planned projects	DSM/P BS

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Complete Port of Sunderland Business Plan and utilise as business management tool	Continue implementation of Business Plan and implement agreed Port governance option	Continue implementation and review of Business Plan	Continue implementation and review of Business Plan	Improved trading position for Port leading to job retention and new job creation. New capital investment agreed for Port infrastructure	Q1 Port Board meetings to manage implementation of Port Business Plan Q2 Agree governance arrangements for Port by end of Q2	HOLP
<p><u>FINANCIAL SERVICES</u> Continuing to modernise transactional services and financial management reporting facilities.</p>	<p>Further development of e-enabling of income collection and payment processes and reduction in cash and cheque payment transactions.</p> <p>Increase in direct debits from 69,722 to 71,850.</p> <p>Increase in internet transactions from 5,622 to 7,500.</p> <p>Increase in creditor payments made by BACS from 82.71% to 84.5%.</p> <p>Replacement and implementation of cash receipting system</p>	<p>Improving the use of technology for making and receiving payments.</p> <p>Increase in direct debits to 72,925.</p> <p>Increase in internet transactions to 8,500.</p> <p>Increase in payments made by BACS to 85.5%.</p> <p>Review of system and realisation of benefits</p>	<p>Improving the use of technology for making and receiving payments.</p> <p>Increase in direct debits to 74,000.</p> <p>Increase in internet transactions to 9,000.</p> <p>Increase in payments made by BACS to 86.5%.</p>	<p>Improved Use of Resources. Improved management information. Improved customer satisfaction. Improved performance in respect of payment of undisputed invoices.</p> <p>Improved customer service. Improved efficiency through enabling migration to more efficient payment channels.</p>	<p>Q1 - Q3 Evaluate use of ICT for implementing e-invoicing / other alternatives for business process savings.</p> <p>Q4 Implement required changes in system and business processes.</p> <p>Q1 - Q4 Direct Debits, Internet Payments and BACS transactions. Monthly monitoring against targets</p> <p>Q1 - Q4 Rollout of cash receipting system to be completed by March 2010. Implementation monitored monthly against the project plan</p>	ACT (Acc)

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Development of arrangements for production of Statement of Accounts, to include implementation of IFRS requirements	Implementation of improvements to ensure International Finance Reporting Standards compliance	Full compliance with all new accounting standards	More efficient production of the statement of Accounts. Statement of accounts will be IFRS compliant which will assist in obtaining a high Use of Resources score / quality of financial reporting. Better governance. Improved public accountability. Efficiency savings to assist with quality assurance methods.	Q1 Selected Statement of Accounts statements produced automatically from SAP	
	Automation of processes to enable production of Balance sheet and BVACOP statements direct from SAP	Identify further developments to improve production of accounts processes	Fully automated processes		Q2 - Q4 Process monitored and further improvements identified	
	Continued implementation of SAP/SRM electronic procurement across the council	Planned rollout of e-tendering across Directorates			Q1 Schools pilot go live All council directorates using SAP/SRM by quarter 3	ACT (A & P)
Provision of professional financial advice and support in the delivery of policies, projects and programmes to cost and time and enable full realisation of benefits.	Provide financial advice and support to Pay and Grading Review Phase 2, LSC transfer, Stadium Park Phase 2, Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Provide financial advice and support to Pay and Grading Review Phase 2, LSC transfer, Stadium Park Phase 2, Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Provide financial advice and support to Pay and Grading Review Phase 2, LSC transfer, Stadium Park Phase 2, Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Delivery of policies, projects and programmes to cost and time and maximising efficiency savings whilst maintaining the council's reputation for excellent use of resources	Delivery in accordance with milestones in individual project plans.	CT/ SACT/ ACT (Acc)
	Provide support to second wave of BSF Project (subject to approval)	Provide support to second wave of BSF Project (subject to approval)	Provide support to second wave of BSF Project (subject to approval)		Approval of Readiness to Deliver and drafting of Outline Business Case	SACT

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>HOUSING AND COUNCIL TAX BENEFIT ADMIN</u>	Implement OPENAccess module of IBS OPENSsystems to provide online customer access to account information and claim information and, in addition allow claims to be made on-line	Complete post implementation review. Investigate further developments to product with a view to more automation and less staff input	Investigate further developments to product particularly electronic notifications of awards	Improved Customer satisfaction. Greater choice for customers in how they choose to receive the service Improved management reporting leading to speedier response for the customer	Q1 Base Access Screens established and testing completed. Access Screens configured to meet council requirements and uploaded to live environment Q2 Review of product by Customer Group. Go live Q3 - Q4 Realise efficiencies	ACT (E & R)
<u>COLLECTION OF COUNCIL TAX AND BUSINESS RATES</u>	Plan and implement transfer of Business Rates to IBS system	Go live on IBS Business Rates Module April 2010. Complete post implementation review and take up any follow up actions that are identified	Realise benefits of the system	Improved administration (better quality output easier to use for staff). Reduction in IT support and upgrade costs. Avoid failure to deliver service as the current ICT hardware platform is now obsolete.	Q1 Finalise implementation plan Q2 and Q3 Purchase IBS module and populate with data Q4 Test module in anticipation of go live April 2010	
<u>FINANCIAL SERVICES</u> Improving performance on the key lines of enquiry within the Use of Resources Assessment within the new CAA	Implement CAA 2009 Use of Resources Action Plan	Implement CAA 2010 Use of Resources Action Plan	Implement CAA 2011 Use of Resources Action Plan	More efficient and effective use of resources Maintain reputation for effective and efficient use of resources	Q1 Preparation for the achievement of actions relating to the CAA action plan in accordance with timetable Q2 CAA Assessment	CT / ACT (Acc)

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Further development of Corporate Procurement arrangements to ensure maximisation of efficiencies through procurement processes	<p>Implementation of revised Corporate Procurement Strategy to introduce a Category Management model of procurement across all spend areas, including:</p> <ul style="list-style-type: none"> ▪ Introduce new management structure reflecting the category management model ▪ Hold Stakeholder engagement events ▪ Undertake options appraisals to deliver best value for money ▪ Utilise procurement intelligence from SAP SRM e-procurement system to target resources. <p>Realise annual cashable savings of £750,000</p>	<p>Realise annual cashable savings of £1.5m</p> <p>Utilise procurement intelligence from SAP SRM e-procurement system to target resources.</p>	<p>Realise annual cashable savings of £1.5m</p> <p>Utilise procurement intelligence from SAP SRM e-procurement system to target resources.</p>	<p>Improved value for money from services and delivery of cashable savings and annual savings target achieved.</p> <p>Publication of Annual Procurement Plan to galvanise and direct procurement activity across the council as well as supporting the local economy by increasing awareness of opportunities for local suppliers.</p> <p>Realise annual cashable savings of:</p> <p>2009/10 - £750,000 2010/11 - £1,500,000 2011/12 - £1,500,000</p>	<p>Q3 Preparation of gap analysis and action plan</p> <p>Q4 Improvements in place</p> <p>Q1 New management structure in place</p> <p>Q2 Category managers become operational.</p> <p>Q2 Hold Stakeholder engagement events</p>	ACT (A&P)
Development and implementation of a Corporate Service Improvement Framework	Development and implementation of a Corporate Service Improvement Framework including introduction of corporate self assessment and targeted service reviews.	Review of Corporate Service Improvement Framework and self assessment process and implement identified improvements.	Review of Corporate Service Improvement Framework	Improved outcomes for all residents of the City through the delivery of more efficient and effective services	Training sessions completed on the Corporate Service Improvement Framework	ACT (A & P) / HPI

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Work with partners to improve access to services and opportunities for all sections of the community in order that people lead the lives they want in context of the LAA and Sunderland Strategy	Service planning process to include commissioning principles				Q1 and Q2 Training needs analysis undertaken	ACT (E & R)
	Commissioning skills gap analysis undertaken and delivery of training for key officers				Q2 and Q3 Training delivered to appropriate officers with commissioning responsibilities	
	Work with council Partners / Public / Third Sector city partners to deliver programme to support sharing staff skills and expertise - to ensure services better meet the needs and outcomes of our customers	Implement programme to ensure individuals can access services and entitlements	Further implement programme across partner agencies and identify future areas for development in next 3 year plan	Improve outcomes for all residents of council promoting community inclusion and ensuring council meets Level 5 of Equality and Diversity Standards	Q1 - Q3 Working with partners to review current and planned access channels and methods of access. For example, the Benefits New Claims Process, Fast Track Process and e-enabled Services	
					Q4 Revise processes in light of review	
Health and Wellbeing of Children CITY SOLICITOR						
Implement Public Law Outline (Child Protection Case Management System replacing existing protocol)	Ensure revised procedures put in place with Children's Services are working effectively	Ensure revised procedures put in place with Children's Services are working effectively	Continue to monitor the effectiveness of the procedures	Primarily to improve the safeguarding arrangements for the children of Sunderland and to improve and speed up the conduct of care proceedings to reduce the impact on the children involved	Q1 All existing staff trained, conversant and operating within PLO	
	Reducing the risk of failure of the council's accountable body role to co-ordinate the Change for Children Strategy and failure to achieve a 'good' rating in both safeguarding and enjoy and achieve				Protocol embedded	
					Q2-Q4 Review effectiveness	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Public Engagement CITY SOLICITOR Improve public access to services and encourage public involvement in council activities	Further enhance the e-Democracy Project to significantly improve councillor/officer/customer engagement Promote the use of ICT through the community leadership project to improve public engagement in council services Reducing the risk of failure to provide services in the most efficient, economic and sustainable way	Situation to be kept under review	Situation to be kept under review	Strengthening the council's community leadership role through Member development and support	Q1 Review the use of the Committee Members Information Service Monitor performance information relating to deliver of agenda's, minutes etc. Identify system issues and improvements Q2 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies Identify system issues and Improvements Q3 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies Identify system issues and improvements	DSM

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Scrutiny - Improve the contribution made by scrutiny to achieving community priorities	<p>Align work of the Review Committees to community priorities</p> <p>Revise and implement Action Plan for Better Scrutiny</p> <p>We shall develop procedures for dealing with councillors' calls for action and petitions</p> <p>Revise scrutiny handbook</p> <p>These actions should address the risk of Sunderland Partnership failing to deliver the Outcomes of the Sunderland Strategy and realise the ambitions of the City</p>	Support the embedding of these improvements	Support the embedding of these Improvements	<p>Efficient and effective council</p> <p>At the time of preparing the CIP this Area for Improvement is the responsibility of the City Solicitor. However, this is due to be transferred to the office of the Chief Executive, although currently the details have not yet been finalised</p>	<p>Q4 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies</p> <p>Identify system issues and improvements</p>	ACS/C EX

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Portfolio leads on the achievement of the Use of Resources Action Plan, and the council was again awarded a maximum overall score of 4 out of 4 for its Use of Resources 2008 assessment and, within that, 3 stars for Value For Money.

Within the Auditors Judgement for awarding the 2008 Use of Resources overall score of 4 out of 4 the following scores were awarded:

- Financial Reporting - a score of 4 out of 4 in 2008 (3 out of for 4 in 2007)
- Financial Management - a score of 4 out of 4 in 2008 (4 out of for 4 in 2007)
- Financial Standing - a score of 4 out of 4 in 2008 (4 out of for 4 in 2007)
- Internal Control - a score of 4 out of 4 in 2008 (4 out of for 4 in 2007)
- Value for Money - a score of 3 out of 4 in 2008 (3 out of for 4 in 2007)
- Within these scores 8 out of 11 component elements are rated at level 4 (8 out of 11 in 2007).

The scores reflect the significant efforts made to drive improvement in managing the council's financial resources. Work will continue to ensure ongoing improvement.

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The service contributes to the council's approach to the use of its resources by managing the corporate approach to asset management and identifying opportunities for improved value for money through processes such as property reviews. A programme of property reviews is underway, including an office accommodation review which will identify options for the rationalisation of the council's property portfolio, leading to a reduction in building running costs, potential for capital receipts, and the reduction of the maintenance backlog.

This process has already commenced with the disposal of The Esplanade enabling efficiency savings to be realised in 2007/08, and more efficient use of property at Leechmere Training Centre (by the Health, Housing and Adult Services directorate) and Fawcett Street (by the Shared Service Centre and Property Services).

The Energy Review Process (which is designed to deliver efficiencies in the council's use of energy) and the Carbon Management Plan (which is designed to reduce the council's carbon emissions) will be key areas of ongoing activity for the service to ensure the efficient use of energy in council assets and in reducing costs and carbon emissions. Progress has already been made in this area with all properties now on corporate energy contracts, utility invoices being subject to validation and a system of monitoring and targeting implemented.

As well as the need to provide a strategic HR function there is also a need to support the business in managing the performance of its employees and to support continuous improvement in service delivery. This needs to be done in a way that provides the best value for money through standardisation of practices and consistent application, and is executed at as local a level as possible to enable service managers to be responsive to workforce issues. The continuing work to improve attendance will bring benefits of improved employee productivity and satisfaction and reduced vulnerability to employee liability claims. The implementation of the actions arising from the Employee Well-being and Stress Survey will also contribute to this.

The introduction and further roll-out of flexible working arrangements, including mobile and home working as part of the Smarter Working Project, will result in efficiency savings across the council. The implementation of these practices will not only ensure that council buildings and accommodation are being used effectively but will provide the council with a more productive and flexible workforce.

The Corporate ICT Service has implemented an automated desktop software management and release system that controls and reports all desktop, server software assets and security updates. The deployment of several standard software applications and patches has been automated reducing the amount of staff travel and therefore increasing the effective use of resources.

The council has a strong track record of demonstrating the achievement of efficiency savings across the whole range of its services, and the Portfolio plays a leading role in managing and monitoring the achievement of efficiency savings in relation to the Government's efficiency agenda. In order to ensure the successful achievement of the Government's efficiency requirements for the period 2008/09 to 2010/11 as set out in the CSR07, Cabinet agreed the Efficiency Strategy 2008/09 to 2010/11 in July 2008. This strategy is predicated on setting challenging targets for both cash releasing and non-cash releasing efficiencies for the period of the CSR07.

The portfolio takes the lead role in driving the achievement of efficiencies through a number of the corporate efficiency projects, including:

- Investment in Voice over IP telephony and digital technologies, which is resulting in supplier line cost savings, and improving the quality of communications. This has generated efficiency savings in 2007/08 and 2008/09, with further savings being delivered in 2009/10 as the technology is rolled out throughout the council
- The Printer Rationalisation Project commenced May 2008 and a review has identified that savings can be achieved through deploying replacement multifunctional devices. It is anticipated that savings will contribute to the overall target for corporate efficiency savings
- The FMS system (SAP) has resulted in budget management benefits through the provision of real-time information. Further investment through the implementation of SRM has led to improvements to BVPI 8 (payment of invoices within 30 days), cost savings through use of electronic processes and improved reporting functionality
- Corporate Procurement are leading on delivering efficiencies through improved procurement arrangements utilising a category management model. A programme of reviews on existing and potential contracts has achieved savings, for example, through procurement arrangements in office stationery and ICT desktop hardware.

The budget for 2009/10 has been set taking account of efficiency savings of £986,000. Further details are included in the relevant service planning pages within this portfolio.

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FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Office of the Chief Executive	
145	2,450	0	5,865	Performance Improvement	0
149	39,073	0	471,065	Corporate Personnel	0
155	250,725	(88,386)	81,834	Corporate ICT	(165,516)
	292,248	(88,386)	558,764	Office of the Chief Executive	(165,516)
				City Treasurer's Department	
162	648,459	0	160,983	Financial Services	0
164	1,706,847	1,674,287	1,570,072	Collection of Council Tax and Business Rates	1,645,271
168	642,716	396,791	241,997	Housing and Council Tax Benefit Administration	501,592
168	371,080	909,847	909,847	Housing Benefit Payments	1,048,324
169	10,326,222	2,276,484	2,454,743	Corporate Management	2,116,254
	13,695,324	5,257,409	5,337,642	Total City Treasurer's Department	5,311,441
				City Solicitor's Department	
174	67,753	0	70,962	Legal Services	0
175	33,005	0	5,248	Democratic Services	0
175	(233,778)	(629,153)	(21,343)	Land Charges	0
176	598,909	0	121,744	Civic Centre Management	0
177	3,493,304	3,614,259	3,543,268	Democratic Core	3,592,615
177	9,697	9,697	9,697	Miscellaneous Services	9,697
	3,968,890	2,994,803	3,729,576	Total City Solicitor's Department	3,602,312
	17,956,462	8,163,826	9,625,982	Total Corporate Services	8,748,237
				Development and Regeneration	
183	(155,711)	52,164	(127,240)	Property Services	122,001
184	429,072	640,500	654,694	Property Services - Repairs and Renewals	647,032
185	7,286,790	(1,786,830)	(1,733,688)	Contribution to/(from) Trading Services	(2,101,605)
	7,560,151	(1,094,166)	(1,206,234)	Total Development and Regeneration	(1,332,572)
	25,516,613	7,069,660	8,419,748	TOTAL BUDGET	7,415,665
				TRADING OPERATIONS	
186				Including the Cabling Team, City Print, Industrial Units and Managed Workspace, Miscellaneous Land and Properties, Retail Market, Cash in Transit.	
	903.8	886.3	898.8	Total No. of Staff	888.6

RESOURCES

PLANS AND STRATEGIES

- HR Strategy
- Workforce Development Plan
- Workforce Diversity Plan
- Elected Member Development Plan
- Personnel Performance Plan
- Corporate Consultation Strategy
- Hard to Reach Framework
- Performance Management Framework
- CPA Roadmap
- Asset Management Plan
- ICT Strategy
- Information Security Management System
- ICT Service Management Excellence
- Digital Challenge Delivery Plan
- Corporate Procurement Strategy
- Internal Audit Strategy and Operational Plan.

RESOURCES

PERFORMANCE IMPROVEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure that appropriate frameworks are in place to help the council alongside partners to deliver better outcomes for local people and help fulfil the council's community leadership role.

To achieve this aim the service provides a range of mechanism by which members, managers and staff can focus on performance management and improvement, including:

- Supporting democratic renewal and customer involvement in the design of services by providing and co-ordinating council wide consultation and engagement with residents of the city, including 'Community Spirit', (the citizens panel)
- Ensuring a focus on outcomes and improvement by co-ordinating the corporate performance management framework including statutory performance indicators and corporate performance monitoring and reporting (across both the council and Sunderland Partnership which supports achievement of priorities and outcomes identified in the Sunderland Strategy, Corporate Improvement Plan, Local Public Service Agreement 2 (LPSA2), the Local Area Agreement (LAA) and Service Plans)
- Leading the council's response to the Government's national improvement agenda including integrating efficiency and improvement and ensuring corporate focus on maintaining high performance through external assessment
- Ensuring that the council's legal obligations are met in respect of corporate compliance with the Comprehensive Area Assessment (CAA) process, Value for Money and efficiency, external inspection and self-assessment
- Supporting service improvement through a range of performance management techniques to enable Members, EMT and Heads of Service to challenge poor performance including specific performance improvement reviews and targeted improvement activity, advice and guidance

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP1	CPA Rating	4 star improving well	4 star improving well	4 star improving well	Yes	4 star improving well	(see OP8)
OP3	% of residents who agreed that the council asks for their views	45%	39%	44%	Yes	45%	55%
OP4	% of residents who agreed that the council listens to their views	22%	30%	26%	No but 4% increase from 2006/07, need to further communicate opportunities to get involved and the influence involvement has had	28%	40%
OP7	Number of BVPI qualifications	0	0	0		0	
OP8	CAA Area assessment	n/a	n/a	n/a	n/a	n/a	The council will not receive a score, a narrative will be provided instead. The target is to achieve a positive narrative
OP9	CAA organisational assessment use of resources element	n/a	n/a	n/a	n/a	n/a	4
OP 10	Number of Red flags in area assessment	n/a	n/a	n/a	n/a	n/a	0

RESOURCES

PERFORMANCE IMPROVEMENT

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP 11	Number of Green flags in area assessment	n/a	n/a	n/a	n/a	n/a	TBC
OP 12	% of indicators improving and the % of targets hit	n/a	n/a	n/a	n/a	n/a	70%
NI4	% of people who feel that they can influence decision making in their local area	n/a	n/a	n/a	n/a	n/a	To be confirmed after Place Survey results - due imminently
NI5	Overall/general satisfaction with the local area	n/a	n/a	n/a	n/a	n/a	To be confirmed after Place Survey results - due imminently

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 5

Objective: Enable local people and groups to engage with partners and influence the development of responsive local public services

Service Improvement Improve consultation and community engagement and ensure that is it being used effectively to inform service design and delivery and ensure compliance with the Duty to Involve	Enhance the citizens panel including more interactive forms of engagement and capacity building and improved representativeness Procure and implement an e-consultation solution Implement a consultation / engagement calendar	Targeted engagement practices developed reflecting area arrangements and equality issues	Development of more regular tracker surveys and customer segmentation analysis	Development of citizens panel indicators regarding level of engagement and perceptions of the council Improvement of service quality feedback Wider range of local people's views sought Improved access channels for engaging local people More planned and integrated consultation, less duplication of effort and improved usage of information Contributing to the Duty to Involve	Q2 Panellist survey to measure outcomes Q1 Decision taken on e-consultation solution Q1 Calendar implemented	HPI
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RESOURCES

PERFORMANCE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Respond to the National Performance Framework						
Service Improvement Develop new performance framework across the council which responds to new national agenda (including CAA)	Develop corporate response to CAA including Area Assessment and Organisational assessment Use opportunity of CAA to support refreshed performance management arrangements within the Sunderland Partnership to facilitate focus on delivering improved outcomes.	Embed the approach and response to Area Assessment and the Organisational Assessment under CAA	Continue to use CAA to improve outcomes under Area Assessment and the Organisational Assessment	Positive Area assessment judgement High performing organisational assessment including use of resources score and managing performance score Reinforce the reputation of Sunderland City Council and the city as high performing and well regarded Delivering value for money through efficient and effective services	Q3 Undertaking Area assessment Undertaking Organisational assessment including managing performance and use of resources judgements	
Service Improvement Strengthening the Performance Management Framework to ensure that performance data and business intelligence is being actively used to inform service design and improvement	Implement performance management software to enhance both data collection and availability of a comprehensive range of intelligence data at city and local area levels.	Proactive service design and improvement, using data to help segment both customer and take up data to inform local solutions	Fully integrated Data Intelligence Information site active in relation to both the council and partnership	Improved data collection and data quality	Q1 Performance management system live Q3 - Q4 Links to GIS and web availability developed	HPI

RESOURCES

PERFORMANCE IMPROVEMENT

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service continues to develop the performance management framework to develop arrangements in relation to areas such as value for money, CPA and CAA, efficiency and equalities into one coherent framework. The service has implemented the revised national indicator set including associated monitoring and reporting requirements in line with the principles of the performance management framework.

Overall the council has a good track record in improving priority services, with 54% of performance indicators above the average performance of single tier authorities. The direction of travel for all services is positive with 64% of indicators meeting their target in 2007/08, compared to 55% in 2006/07 and 60% of indicators recording improved performance in 2007/08, compared to 55% in 2006/07. An annual report detailing performance in relation to the council and the partnerships priorities is published annually. Performance clinics have been developed to focus attention on improvement across all dimensions of performance.

The service provides effective input into key Corporate Improvement Projects, including the Business Improvement Programme (BIP). Support is given to the following projects to support service redesign and focus efficient and effective customer focused services, including: Environmental Services, Environmental Health, HR and Payroll, Adult Services, Children's Services, Freedom of Information and Complaints, Planning, Scrutiny, Equalities and Parking.

The service supports the CPA Corporate Assessment and service assessment process by monitoring implementation of Corporate Assessment and other CPA related (e.g. Use of Resources) planning actions to ensure the council is fit for purpose. The service also ensures that the council and partners are able to meet Comprehensive Area Assessment (CAA) requirements through developing and embedding the performance management frameworks for supporting the CAA, both with the council and across the Sunderland Partnership.

A procurement exercise has been undertaken during 2008/09 to enhance electronic data collection and data quality through the use of performance management software and data warehousing. System implementation is scheduled to 'go live' in April 2009.

The service continues to embed efficiency and value for money through flexible working arrangements to achieve necessary efficiency savings and better value for money. Opportunities will continue to be reviewed to maximise efficiency savings through flexible working arrangements and other projects.

The service has implemented the revised national indicator set and associated monitoring and reporting requirements in line with the principles of the performance management framework.

The 2009/10 budget has been set taking account of efficiency of £30,000 arising from a review of back office administrative arrangements.

RESOURCES

PERFORMANCE IMPROVEMENT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	583,054	629,791	635,757	Employees	618,458
2	8,953	1,000	1,000	Transport	1,000
3	100,163	38,336	38,235	Supplies and Services	38,134
	<u>692,170</u>	<u>669,127</u>	<u>674,992</u>	Delegated Budget	<u>657,592</u>
				Non-Delegated Items	
4	85,738	72,575	72,575	Central Support Service Recharges	79,783
	<u>85,738</u>	<u>72,575</u>	<u>72,575</u>		<u>79,783</u>
5	775,458	741,702	741,702	Less Income	737,375
	<u>(689,720)</u>	<u>(669,127)</u>	<u>(669,127)</u>	Non-Delegated Budget	<u>(657,592)</u>
	<u>2,450</u>	<u>0</u>	<u>5,865</u>	TOTAL BUDGET	<u>0</u>
	16.0	17.0	17.0	Total No. of Staff	17.0

Responsible Budget Holder

Head of Corporate Policy and Performance Improvement

FURTHER INFORMATION

For further information about the service please see the Performance Improvement Team Service Plan / Performance Improvement Team Business Plan 2008 or contact Sarah Reed, Head of Policy and Performance Improvement, Tel: (0191) 561 1347, email: sarah.reed@sunderland.gov.uk.

RESOURCES

CORPORATE PERSONNEL

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to enable and support the organisation in managing the performance and productivity of its employees through effective policies, procedures and working practices.

To achieve this aim, the service:

- Leads the organisation on HR issues and influences key decision-making processes
- Supports the building of skills, capacity and diversity within the workforce to enable change and modernisation by developing, advising and providing support on workforce development matters
- Leads and challenges the council to ensure proactive and fair treatment of the workforce and the community on employment related issues
- Co-ordinates corporate workforce improvement projects including Investors in People and Flexible Working
- Develops, implements and provides advice and support on HR issues and policies.
- Supports the health, safety and well-being of employees within the workplace.

PERFORMANCE INDICATORS

PI Ref.	DESCRIPTION	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
11a	Top 5% of Earners who are women	38.34	41.00	38.97	No. Gradual improvement impacted by low turnover at a senior level.	41.00	41.00
11b	Top 5% of Earners who are from an Ethnic Minority	0.70	1.50	1.36	No. Marked improvement but due to relatively small numbers involved, turnover and recruitment critical factors.	1.5	1.5
11c	Top 5% of Earners who have a disability	2.78	2.80	2.34	No. Despite improvements in data collection, believe there is significant under reporting.	2.34	2.80
12	Days sick per member of staff	12.25	11.50	11.90	No. Sickness absence has decreased further interventions strategies to be implemented.	11.90	11
14	The % of employees retiring early as % of total workforce	1.66	0.12	0.60	No. This figure fluctuates widely from year to year and is affected by ongoing organisational change.	0.60	0.60
15	The % if employees retiring early on grounds of ill health as a % of the total workforce	0.16	0.15	0.22	No. The management of sickness absence has a significant impact on this indicator as people exit the organisation.	0.22	0.20

RESOURCES

CORPORATE PERSONNEL

PI Ref.	DESCRIPTION	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
16a	% of staff with a disability	2.08	2.90	2.59	No. improvement from the previous year. Improving monitoring and starters and leavers which can significantly affect this figure.	2.59	2.90
17a	% of staff from ethnic minority	0.90	1.50	1.11	No. Whilst we achieved an improvement we did not reach the challenging target we set.	1.11	n/a

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 7

Objective: Build organisational leadership and capacity

<u>Service Improvement</u>						
Deliver the Corporate Workforce Development Plan and implement key actions within workforce development plan and skills for life agenda	Deliver level 5 of the Sunderland Leadership Programme and implement the Skills for Life action plan Review the Plan in line with Use of Resources KLOE Introduce a framework for apprenticeships	Review previous delivery and support Implement the revised Corporate Workforce Development Plan and it's actions	Monitor progress, agree improvement changes as required and continue to implement the Corporate Workforce Development Plan's actions	Improved employee satisfaction. Improved support through more consistent understanding of key behaviours. More effective use of work placements and apprentices	Delivery of Leadership Course starting in September 09 and February 10. Introduction of level 5 programme for heads of service Achieve level 3 on KLOE on workforce planning.	CHP

CORPORATE IMPROVEMENT PRIORITY 8

Objective: Improve workforce attendance

<u>Service Improvement</u>						
Targeted attendance management interventions	Commission and undertake the biannual employee survey, analyse results and implement necessary interventions, in line with the findings from the project under the BIP.	Continue to identify and implement necessary sickness absence interventions and wellbeing strategies.	Commission and undertake the biannual employee survey, analyse results and implement necessary improvements, in line with the findings from the project under the BIP.	Achieve a 10% reduction by April 2010 Improved productivity and employees satisfaction Reduction in reported levels of stress	Employee Survey sent out to employees in Autumn 2009. Actions identified in the stress action plan completed and implemented on time by Service Areas.	CHP

RESOURCES

CORPORATE PERSONNEL

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Lead upon the implementation of the corporate stress action plan.			Improved employee engagement	Attendance management project delivered on time and in budget	

CORPORATE IMPROVEMENT PRIORITY 8

Objective: Implement a modern and fair recruitment structure and implement modern HR and Payroll processes

Service Improvement						
Review pay and grading structure in line with equality legislation	Plan and action the Pay and Grading Review Phase 2 (12b.4)	Action the Pay and Grading Review Phase 2	Project complete	Improved workforce satisfaction within the council	Pay and Grading Review Phase 2 project plan to be approved with milestones in plan once final approach agreed.	CHP
Review HR and Payroll business Processes Includes actions arising from Risk Profile information	Implement the findings of review by AXON on consolidation Progress the unification of the HR function. (12l.1)	Implementation of Phase 2 of the SAP HR/Payroll System. Monitor and review the unification of the HR function	Implementation of Phase 2 of the SAP HR/Payroll System.	Comprehensive accurate workforce data to inform improvements and target setting Improvement in performance and efficiency of the HR function	Consolidation of HCM ad FMS on one instance of SAP. New organisational arrangements for the delivery of HR service	CHP

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

As well as the need to provide a strategic HR function there is also a need to support the business in managing the performance of its employees and to support continuous improvement in service delivery. This needs to be done in a way that provides the best value for money through standardisation of practices and consistent application, and is executed at as local a level as possible to enable service managers to be responsive to workforce issues.

The continuing work to improve attendance will bring benefits of improved employee productivity and satisfaction and reduced vulnerability to employee liability claims. The implementation of the actions arising from the Employee Well-being and Stress Survey will also contribute to this. All of the work in this area will be the focus of a project as part on the Improvement Programme.

The introduction and further roll-out of flexible working arrangements, including mobile and home working as part of the Smarter Working Project, will result in efficiency savings across the council. The implementation of these practices will not only ensure that council buildings and accommodation are being used effectively but will provide the council with a more productive and flexible workforce.

The Corporate Health and Safety Team continues to work with managers to implement a robust health and safety management system. Employees are being engaged in the risk identification and control systems, trained in working safely with the aim of developing a safety culture where everyone understands and accepts responsibility for their own and other people's safety in the workplace. This ultimately reduces work related accidents and ill health conditions, and also, importantly, near misses, which often result in property damage. This work can lead to efficiency savings.

RESOURCES

CORPORATE PERSONNEL

Additional investment in the Occupational Health Unit during 2008/09 to provide additional physician sessions has significantly reduced waiting times from 6 weeks to just under 2 weeks with earlier intervention helping to resolve issues quickly and allowed the service to fund proactive health promotion activities.

It is anticipated that the Service Transformation original project mandate will be completed by the end of 2008/09. However this mandate has been broadened and the service is currently considering the challenges arising from this and the implementation of Phase 2 of the Single Status Agreement.

The service is undertaking a review of Fixed Term and Agency Employees to ensure equitable and consistent treatment across the council and demonstrate these arrangements represent the most efficient and effective use of resource.

A corporate efficiency project was commenced during 2008/09 to introduce and develop opportunities for utilising Online Recruitment. New arrangements are currently being put in place whereby advertising moves to a less costly advert, which signposts an on line recruitment system.

The 2009/10 budget has been set taking account of efficiency savings totalling £90,000 arising from a review of staffing arrangements.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	2,893,653	2,337,519	2,716,231	Employees	2,309,559
2	26,110	24,937	24,937	Premises	25,045
3	14,329	10,402	12,128	Transport	10,402
4	278,867	167,286	225,053	Supplies and Services	164,674
	<u>3,212,959</u>	<u>2,540,144</u>	<u>2,978,349</u>		<u>2,509,680</u>
				Less Income	
5	913,570	743,585	743,585	Income	708,804
6	0	55,074	55,074	Delegated Budget b/fwd	46,558
	<u>913,570</u>	<u>798,659</u>	<u>798,659</u>		<u>755,362</u>
	<u>2,299,389</u>	<u>1,741,485</u>	<u>2,179,690</u>	Delegated Budget	<u>1,754,318</u>
				Non-Delegated Items	
7	265,149	253,078	253,078	Central Support Service Recharges	257,068
8	213,845	213,846	246,706	Capital Charges	246,707
	<u>478,994</u>	<u>466,924</u>	<u>499,784</u>		<u>503,775</u>
9	2,739,310	2,208,409	2,208,409	Less Income	2,258,093
	<u>(2,260,316)</u>	<u>(1,741,485)</u>	<u>(1,708,625)</u>	Non-Delegated Budget	<u>(1,754,318)</u>
	<u>39,073</u>	<u>0</u>	<u>471,065</u>	TOTAL BUDGET	<u>0</u>
	73.0	60.1	69.1	Total No. of Staff	61.0

Responsible Budget Holder
Head of Corporate Personnel

FURTHER INFORMATION

For further information about the service please see the HR Strategy and the Personnel Performance Plan or contact Sue Stanhope, Corporate Head of Personnel, Tel: (0191) 553 1722.

RESOURCES

CORPORATE ICT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide reliable Information and Communication Technology services for our customers which serve as an enabler for the organisation and its partners.

To achieve this aim, the service will:

- Listen to our customers to ensure that we are delivering the right services
- Support programme delivery within the organisation to ensure that we are delivering the right projects
- Provide services that our customers are satisfied with
- Ensure we have the capacity and capability to deliver new services and support existing services as required
- Realise the benefits for Digital Challenge
- Deliver programmes, projects and work packages to budget, timescale and scope
- Deliver a service that represents value for money
- Ensure that the information we look after is secure
- Provide services that are reliable
- Deliver the services that meet the appropriate controls (ISO27001, ITIL, etc).

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 2	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	Level 2	Level 2	Level 3	Yes	Level 4	Level 5
BVPI 12	Increase our capacity by reducing the number of working days/ shifts lost to the Local Authority due to sickness absence.	8.95 Days	10.2 Days	6.40 Days	Yes	6.14 Days (set against 9.6 original SCC 2006)	5.9 Days (set against 9.6 original SCC 2006)
BVPI15 7	Percentage of transactions which are accessible electronically or supported by technology	100%	100%	100%	Yes	100%	100%
ICT-CS	Increase the satisfaction levels of customers of our services	4.74 (above average)	n/a (Biennial Survey)	n/a (Biennial Survey)	Yes	5.0 plus (being Very Good/ Excellent)	n/a (Biennial Survey)
ICT-VFM1	Increase the overall Value for Money for ICT (via SOCITM benchmark survey)	4.28	n/a (Biennial Survey)	n/a (Biennial Survey)	n/a (Biennial Survey)	4.5	n/a (Biennial Survey)
ICT-VFM2	Increase the Value for Money for desktop printing services (new measure)	n/a	n/a	n/a	n/a	n/a	£220,000 savings
ICT-VFM3	Increase the Value for money for telephony services (Network and Voice Over IP Project)	Nil	£115,000 per annum savings	£102,000	Due to late start and delay the actual line savings only began in April 2007 and showed from June 2007 invoices	£43,000 per annum savings	£105,000 per annum savings
ISMS	Reduce the risk of Information Security incidents by maintaining our BS ISO/IEC 27001 Information Security Management System.	72 out of 133 Controls in place and audited	90 out of 133 Controls in place and audited	87 out of 133 Controls in place and audited	Partially met. Focus of activity was on BCP/DR system.	100 controls in place and audited	115 controls in place and audited

RESOURCES

CORPORATE ICT

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
	Certification and improving the number of controls within our Information Security Management System				ISMS controls will be on track at end of 2008/09	Renew certificate	
TELECOMMUNICATIONS FAULT REPAIR							
TF1	Cleared < 24 hours	92.0%	95.0%	97.0%	Yes	97.0%	98.0%
TF2	Cleared between 1 - 3 Days	7.0%	4.50%	3.0%	Yes	2.75%	1.75%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY ALL						
Objective: All						
Service Improvement Further improvement and building of e-Neighbourhoods and improved promotion of social inclusion reflecting local needs (now being accelerated with the successful Digital Challenge award programme).	Improve access and availability to beneficiaries through the deployment of 14 new services, namely: <ul style="list-style-type: none"> ▪ WorldMark ▪ Smart Sunderland ▪ ICT@home ▪ Digi-size ▪ FlashMeeting ▪ Hexagon ▪ Health@home ▪ Health information point and automated hospital check-in ▪ Health-e ▪ Assistive technology ▪ Transport alert ▪ 'My Sunderland' ▪ Sun-TV ▪ Equipment loan scheme. 	Not applicable as Project due to be completed by 31 st March 2010	Not applicable as Project due to be completed by 31 st March 2010	Diversity and improved community working, providing people with access to services and maintaining SCC at the forefront of such partnership working. Emphasis on Children, Working Age, Pension Age, People with Care and Hard to Reach themes providing for example: Increased income at working age for children Reduction in unemployment Increased skills and knowledge on leaving school	All projects now underway. Successful implementation of projects with achievement of outcomes. Independent assessment of outcomes to be conducted by Sunderland University will form action plan	DCPM
	Projects due to be completed by 31 st March 2010 Benefits plan developed					

RESOURCES

CORPORATE ICT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
				<p>Improved Health</p> <p>Increased income for working ages</p> <p>Increased skills and knowledge for working age, etc</p> <p>Plus bonuses of: reduced childhood poverty in 2nd generation</p> <p>Reduced crime and fear of crime.</p> <p>The 2009/10 benefits Plan will quantify the outcomes</p>		

CORPORATE IMPROVEMENT PRIORITY 6

Objectives: Enhance Customer Services

<u>Service Improvement</u>						
<p>Implement ICT Service Management Excellence through best practice (significant programme) and the inclusion of other service measures in response to Customer Feedback. This is also known as the 'ITIL standard'</p> <p>Aim being to improve council ICT provision from being merely above average to excellent then sustaining that level and provide further flexibility for the council's future exploitation of agile ICT.</p>	<p>Continuum from 2008/2009. Introduce best practice processes for ICT Service Support and Delivery across the council</p> <p>This year the main focus will be on delivering new processes and improving reporting of the improved service</p> <p>Complete actions identified from 2008/09 SOCITM User Satisfaction Survey. New ICT Service Management System</p>	<p>Improve customer service</p> <p>Increase reliability</p> <p>Faster problem resolution</p> <p>More robust PCs leader to fewer faults</p> <p>Improved security through automatic software updates</p> <p>Better service through quicker remote control support</p>	<p>Reap the benefits and practice continual service improvement</p>	<p>ITIL Service management compliance providing procedures to best practice service delivery and support for:</p> <p>Improved internal performance indication</p> <p>Transparent accurate service level reporting</p> <p>Clear cost of service ownership</p> <p>Each part of the council working with ICT on level terms</p> <p>Improved match with business use of available technologies</p>	<p>Q1 Implementation of new ICT Service helpdesk System</p> <p>Q2 Activation of System Configuration management service by June 2009</p>	<p>CHICT</p>

RESOURCES

CORPORATE ICT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
This may offer the council scope to consider and seize opportunities appropriate to Sunderland and definitely lower some of the existing risks	<p>Introduce operational procedures for PC auditing, software release, remote control software and the standard desktop hardware and software</p> <p>Ensure that the desktop adheres to policy and that the definitive software licence state is managed via a controlled release process</p> <p>Improve PC installation lead times to the business</p>	<p>Quicker installation of PCs to the business</p> <p>Reduced energy consumption</p> <p>Project completed by June 2010</p>		<p>Should also give a demonstrable view of performance of service costs and improved management of ICT infrastructure configuration items/assets. More closely aligned with the evolving business services required in delivering business improvement</p>		
<p>CORPORATE IMPROVEMENT PRIORITY 6, 7 and 8</p> <p>Objectives: - Enhance Customer Services - Improving the approach to communications - Achieve cashable efficiency savings</p>						
<p>Service Improvement</p> <p>Connection to and provision of council service delivery with partners via the Government Secure Data Exchange Network (GSX)</p>	GSX Installation, connection and initial use and take up	Ongoing expansions of use as the business needs are identified by council service areas	Ongoing expansions of use as the business needs are identified by council service areas	<p>Providing cost efficient interchange of shared data.</p> <p>Assisting with avoidable contact.</p> <p>Contributes to NI 14</p>	Connection and initial service users go live as Project Schedules dictate	ACHICT / ISM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service provides very high levels of network and service provision to the council with very good first point of contact incident resolution. The council's Desktop Software licences have been audited and the service has implemented an automated desktop software management and release system that controls and reports all desktop, server software assets and security updates.

The unit has, in conjunction with Corporate Procurement, established several call-off contracts to ensure best value unit costs for regular purchases of PCs and ICT Infrastructure items, and significant efficiency savings are being generated as a result, which are contributing to the overall target for Corporate cross-cutting efficiencies.

The service was the first metropolitan authority and, at that time, only the fourth council in the country to achieve the BS ISO / IEC 27001 - International Standard for Information Security Management System for ICT Moorside. Regular half yearly audits have been undertaken since in order to retain that accreditation, with re-certification being achieved with an increased number of controls in place.

The service provides Business Continuity Management support for the corporate ICT systems it is responsible for. It has established, with agreement by EMT, an ICT Service Continuity Management Framework detailing the system recovery requirements for each directorate. These recovery requirements will be linked into the directorates own Business Continuity Plan as well as the corporate Major Incident Plan.

RESOURCES

CORPORATE ICT

Following the purchase of an ITIL compliant Service Management System and additional application monitoring software, the ICT Service will be in a position to publish systems serviceability and incident response and resolution statistics on a monthly basis.

The deployment of several standard software applications and patches has been automated reducing the amount of staff travel and therefore increasing the effective use of resources.

The council has invested in replacing ageing analogue telecommunications systems with the latest Voice over Internet Protocol (VOIP) telephony and other digital technologies in order to realise efficiencies from reduced line rentals and also improve the quality of communications. VOIP is being rolled out on a phased basis and installation in most areas of the Civic Centre, all Customer Service Centres and all of the City Library and Branch Libraries are now complete. The VOIP system operates more efficiently than the previous technology and is generating efficiencies that contribute to the overall target for corporate efficiency projects.

The Printer Rationalisation Project commenced May 2008 and a review has been undertaken to identify the number and range of printers currently used across the council, and to consider the scope for improved arrangements and to identify efficiency savings. This review has identified in excess of 1200 printers throughout the council and by deploying replacement multifunctional devices, it is anticipated that savings will contribute to the overall target for corporate efficiency savings.

Additionally, some staff salaries are supported through partners in other agencies and Government funded projects (i.e., Digital Challenge (Communities and Local Government) and Empowering Young People (DCSF)).

The 2009/10 budget has been set taking account of efficiencies of £271,000 arising from:

- A review of procurement arrangements (£139,000)
- A review of staffing arrangements (£56,000)
- Maximisation of income earning opportunities (£76,000).

RESOURCES
CORPORATE ICT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	4,511,758	4,267,751	4,374,715	Employees	4,325,815
2	617,228	500,597	579,567	Premises	555,338
3	75,773	26,627	28,556	Transport	26,627
4	2,798,153	1,390,068	1,387,218	Supplies and Services	1,246,366
5	162,290	0	0	Delegated Budget c/fwd	0
	<u>8,165,202</u>	<u>6,185,043</u>	<u>6,370,056</u>		<u>6,154,146</u>
				Less Income	
6	2,325,146	623,086	623,086	Income	699,259
7	112,517	0	0	Delegated Budget b/fwd	0
8	45,769	88,386	138,466	Contribution from trading services	165,516
	<u>2,483,432</u>	<u>711,472</u>	<u>761,552</u>		<u>864,775</u>
	<u>5,681,770</u>	<u>5,473,571</u>	<u>5,608,504</u>	Delegated Budget	<u>5,289,371</u>
				Non-Delegated Items	
9	354,212	360,207	360,207	Central Support Service Recharges	384,816
10	55,547	37,555	37,555	Repairs and Renewals	37,555
11	423,581	289,639	324,926	Asset Charges	324,927
	<u>833,340</u>	<u>687,401</u>	<u>722,688</u>		<u>747,298</u>
12	6,264,385	6,249,358	6,249,358	Less Income	6,202,185
	<u>(5,431,045)</u>	<u>(5,561,957)</u>	<u>(5,526,670)</u>	Non-Delegated Budget	<u>(5,454,887)</u>
	<u>250,725</u>	<u>(88,386)</u>	<u>81,834</u>	TOTAL BUDGET	<u>(165,516)</u>
	130.5	122.3	124.3	Total No. of Staff	121.1

Responsible Budget Holder
Head of Corporate ICT

FURTHER INFORMATION

For further information about the service please see the Office of the Chief Executive Service Plan 2009/10 or contact Steve Leggetter, Interim Corporate Head of ICT, (0191) 561 4201
Email: steve.leggetter@sunderland.gov.uk

RESOURCES

FINANCIAL SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide Accountancy, Exchequer (Payroll, Payments and Pensions), Income, Internal Audit, Corporate Procurement, Risk Management and Insurances Services, which supports the council's role in achieving the aims of the Corporate Improvement Plan and the Sunderland Strategy, and ensure the financial affairs of the council are properly administered. Many of these services are also provided to external bodies including Tyne and Wear Fire and Rescue Authority, Beamish Museum, Tyne and Wear Economic Development Company (TWEDCo), and Bowes Railway. Support Services are also provided to the Corporate Services Directorate including the Office of the Chief Executive. To achieve this aim the service:

- Maximises the availability of financial resources to the council and ensures effective systems are in place to secure best value for money
- Reviews continuously and develops services to meet customer needs, particularly in terms of e-enabling services and delivering Best Value
- Develops and maintains corporate financial and procurement standards and procedures
- Protects and safeguards the council's assets and demonstrates the council's financial stewardship in accordance with accepted accounting, procurement and risk management practices
- Takes appropriate anti-fraud measures to protect assets of the council
- Assists management in delivering the objectives of the council and the Sunderland Strategy through assessing exposure to risk and recommending actions, which manage and mitigate risk, including effecting practical improvements to the internal control environment
- Anticipates and responds to external changes, such as legislation, and takes appropriate action.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Local	90 day Civil Procedure Rules Performance Indicators re Public Liability Claims (includes personal injury and property damage) - % of claims met within timescale	93%	70%	93.5%	Yes	70%	95%
Local	Acknowledgements within Civil Procedure Rules timescales (14 days) - % of claims met within timescales	98.5%	80%	94%	Yes	80%	95%
Local	Percentage of Internal Audit Plan completed	110.9%	100%	95.8%	No - closure of services that were included in original plan as well as the need during the year, to complete other audits not included in the audit plan (based upon risk assessment)	100%	100%
Local	Average number of days between end of fieldwork to issue of draft report	11.1	15	10.3	Yes	15	10
Local	Percentage of draft internal audit reports issued within 15 working days of the end of the fieldwork.	n/a	n/a	n/a	n/a	n/a	90%
Local	Percentage of high and medium risk recommendations which are agreed	100%	100%	100%	Yes	100%	100%
Local	Percentage of agreed high and medium risk recommendations which are implemented	77%	90%	87%	Yes	90%	91%
Local	Achievement of Closure of Accounts to timetable for financial year	June 2007	June 2008	June 2008	Yes	June 2009	June 2010
Local	Payment of undisputed Invoices (formerly BVPI8)	94.53%	96.75%	96.81%	Yes	97%	97.2%

RESOURCES

FINANCIAL SERVICES

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Local	Treasury Management						
	Net borrowing (long term)	3.70%	4.75%	4.05%	Yes	4.50%	4.20%
	Rate of return on investments (7 day rate)	4.85%	4.75%	5.70%	Yes	5.00%	1.50%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 8 and 9

Objectives: - Achieving cashable efficiency savings
 - Strengthen community leadership role and the role of the Sunderland Partnership

<u>Service Improvement</u>						
Improving performance on the key lines of enquiry within the Use of Resources Assessment within the new CAA	Implement CAA 2009 Use of Resources Action Plan	Implement CAA 2010 Use of Resources Action Plan	Implement CAA 2011 Use of Resources Action Plan	More efficient and effective use of resources. Maintain reputation for effective and efficient use of resources	Q1 Preparation for the achievement of actions relating to the CAA action plan in accordance with timetable Q2 CAA Assessment Q3 Preparation of gap analysis and action plan Q4 Improvements in place	CT / ACT (Acc)

CORPORATE IMPROVEMENT PRIORITY 6 and 8

Objective: Achieving cashable efficiency savings

<u>Service Improvement</u>						
Further development of Corporate Procurement arrangements to ensure maximisation of efficiencies through procurement processes	Implementation of revised Corporate Procurement Strategy to introduce a Category Management model of procurement across all spend areas, including: <ul style="list-style-type: none"> ▪ Introduce new management structure reflecting the category management model 	Realise annual cashable savings of £1.5m Utilise procurement intelligence from SAP SRM e-procurement system to target resources	Realise annual cashable savings of £1.5m Utilise procurement intelligence from SAP SRM e-procurement system to target resources	Improved value for money from services and delivery of annual cashable savings. Publication of Annual Procurement Plan as well as supporting the local economy by increasing awareness of opportunities for local suppliers.	Q1 New management structure in place Q2 Category managers become operational. Q2 Hold Stakeholder engagement events	ACT (A & P)

RESOURCES

FINANCIAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<ul style="list-style-type: none"> ▪ Hold Stakeholder engagement events ▪ Undertake options appraisal to deliver best value for money ▪ Utilise procurement intelligence from SAP SRM e-procurement system to target resources. <p>Realise annual cashable savings of £750,000</p>			<p>Realise annual cashable savings of:</p> <p>2009/10 - £750,000 2010/11 - £1,500,000 2011/12 - £1,500,000</p>		
Development and implementation of Corporate Service Improvement Framework	<p>Development and implementation of Corporate Service Improvement Framework including introduction of corporate self assessment and targeted service reviews.</p> <p>Service planning process to include commissioning principles</p> <p>Commissioning Skills Gap Analysis and delivery of training for key officers</p>	<p>Review of Corporate Service Improvement Framework and self assessment process and implement identified improvements.</p>	<p>Review of Corporate Service Improvement Framework</p>	<p>Increased delivery of desired outcomes</p> <p>Key links with the Corporate Procurement Strategy</p>	<p>Training sessions completed on the Service Improvement Framework</p> <p>Q1 and Q2 Training needs analysis undertaken</p> <p>Q2 and Q3 Training delivered to appropriate officers with commissioning responsibilities</p>	<p>ACT (A & P) / HPI</p>

RESOURCES

FINANCIAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1, 6 and 8						
Objectives: - Enhance customer services - Achieving cashable efficiency savings						
Service Improvement Continuing to modernise transactional services and financial management reporting facilities	Further development of e-enabling of income collection and payment processes and reduction in cash and cheque payment transactions	Further improve the use of technology for making and receiving payments and reductions in cash and cheque payments. - Review case for e-invoicing / pilot	Further improve the use of technology for making and receiving payments and reductions in cash and cheque payments. - Implement e-invoicing	Improved use of resources, Improved management information, improved customer satisfaction, improved performance in respect of payment of undisputed invoices	Q1 - Q3 Evaluate use of ICT for e-invoicing Q4 Implement changes in system	ACT (Acc)
	Increase in direct debits from 69,722 to 71,850	Increase in direct debits to 72,925	Increase in direct debits to 74,000.	Improved customer service Improved efficiency through enabling migration to more efficient payment channels		
	Increase in internet transactions from 5,622 to 7,500	Increase in internet transactions to 8,500	Increase in internet transactions to 9,000			
	Increase in creditor payments made by BACS from 82.71% to 84.5%.	Increase in payments made by BACS to 85.5%.	Increase in payments made by BACS to 86.5%			
	Replacement and implementation of cash receipting system	Review of system and realisation of benefits			Q1 - Q4 Rollout of cash receipting system to be completed by March 2010. Implementation monitored monthly against the project plan	
	Development of arrangements for production of Statement of Accounts, to include implementation of IFRS requirements	Implementation of improvements to ensure International Finance Reporting Standards' compliance	Full compliance will all new accounting standards	More efficient production of the statement of Accounts 2010/11 statement of accounts will be IFRS compliant which will result in a high use of resources score /quality of financial reporting	Q1 Selected Statement of Accounts statements produced automatically from SAP	

RESOURCES

FINANCIAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Automation of processes to enable production of balance sheet and BVACOP statements direct from SAP	Identify further developments to improve production of accounts processes	Fully automated processes	Better governance Improved public accountability. Efficiency savings to assist with quality assurance methods	Q2 - Q4 Process monitored and further improvements identified	
	Continued implementation of SAP/SRM electronic procurement across the council	Planned rollout of e-tendering across directorates	Development and phased implementation of e-invoicing		All council directorates using SAP/SRM by quarter 3 Q1 Schools pilot go live	ACT (A & P)
Provision of professional financial advice and support to assist project managers in the delivery of policies, projects and programmes to cost and time and enable full realisation of benefits.	Provide financial advice and support to Pay and Grading Review Phase 2, consider and plan for the financial implications of the transfer of responsibilities in respect of the LSC Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Provide financial advice and support to Pay and Grading Review Phase 2, LSC transfer, Stadium Park Phase 2, Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Provide financial advice and support to Pay and Grading Review Phase 2, LSC transfer, Stadium Park Phase 2, Strategic Waste Solution, Port Partner Procurement, SSTC and BIP	Delivery of policies, projects and programmes to cost and time and maximising efficiency savings whilst maintaining the council's reputation for excellent use of resources		CT/ACT
	Provide support to second wave of BSF Project (subject to approval)	Provide support to second wave of BSF Project(subject to approval)	Provide support to second wave of BSF Project (subject to approval)		Approval of Readiness to Deliver and drafting of Outline Business Case	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The City Treasurer's Department takes the leading role in preparing the council's response to VfM requirements for the CPA Use of Resources requirements. An action plan has been prepared ahead of the change to the Use of Resources under the new Comprehensive Area Assessment.

For the 2008 CPA Use of Resources the Key Lines of Enquiry (KLOE) were evidenced for each of the five themes of the CPA Use of Resources block - financial reporting, financial management, financial standing, internal control and value for money. The Audit Commission has awarded a maximum overall score of 4 out of 4 for the 2008 Assessment, maintaining the position from CPA 2007.

Benchmarking of Financial Services against appropriate CIPFA benchmarking groups has identified a number of positive measures of VfM, as shown below:

- The cost of the Accountancy service for 2008 per £'000 of gross revenue turnover is £4.39, below the CIPFA nearest neighbours average of £4.70
- The cost per £m Gross Turnover of the council for the Internal Audit Service for 2007/08 was £1,090, below the average for the CIPFA comparator group of £1,111

RESOURCES

FINANCIAL SERVICES

- Cashiers average transactions cost in 2008 was £0.72, below the average of £0.95 for the CIPFA benchmarking group
- Cost per debtor invoice processed in 2008 was £7.24, below the average of £7.45 for the CIPFA benchmarking group
- The council secures payment of 96% of the number of debts and 85% of value of debts within three months, which compares favourably against an average of 91% of the number and 82% of the value of debts for the CIPFA benchmarking group
- Efficient methods of payment are utilised wherever possible with 82% of creditor payments being made by BACS compared with an average of 78% for our nearest neighbours, and 71% of all remittance advices being issued electronically compared with an average of 31% for the selected benchmarking group.

A number of actions are being, undertaken and process changes implemented which have / will improve service delivery and assist in the achievement of efficiency savings:

- The category management model is being introduced by the Corporate Procurement Section in key spend areas. The delivery of category scoping reports and the procurement work plan will identify cashable savings
- Assisting in further developing the efficiency strategy arrangements within Directorates, including identifying, monitoring and evidencing efficiencies achieved
- Improvements in Final Accounts processes to increase automation through greater use of the SAP Financial Management System, which will bring efficiency savings and improvements in quality
- Development of benchmarking opportunities, using unit costing to help drive forward improved Value for Money
- Continuous and specific review of processes including those in the areas of human resource management and payroll, and procurement, utilising SAP HR / Payroll and SRM
- Continuous review of income collection arrangements.

Actions arising from the improvement strategy for the (former) BVPI 8 (payment of undisputed invoices within 30 days or agreed terms) were implemented in 2007/08. Following implementation, the target for 2007/08 for BVPI 8 was achieved resulting in upper quartile performance compared with all comparator groups, and progress continues to be made which demonstrates improved performance during the 2008/09. The improvement strategy and performance is regularly assessed, including using benchmarking information where appropriate, to identify areas for service improvement which will improve this performance further during 2009/10.

The council continues to encourage customers / suppliers to receive payments by more efficient methods e.g. electronically through BACS, with performance being in the upper quartile compared with all comparator groups. Performance in this area has continued to improve during 2008/09 through improved processes to collect the necessary information from customers / suppliers to enable payment to be made electronically.

The Underwriting Team of the Risk Management and Insurance service again successfully completed the council's insurance renewal process achieving savings in the overall cost of the council's insurances while extending certain areas of cover. The team continues to provide schools with the much valued opportunity to participate in the optional insurance protection provided by Balance of Risks (School Property), Teacher Sickness Supply and School Travel Accident policies.

The service plays a key role in monitoring the achievement of the Capital Strategy, including through assistance in undertaking project appraisal, identification and advice on funding arrangements, preparation of the capital programme and monitoring / reporting the capital programme through the review process.

Additional investment has been made over recent years to improve service delivery and enable efficiency savings to be achieved, including:

- Investment in the FMS system (SAP) has resulted in a real time financial information system with associated budget management benefits leading to better decision making
- Implementation of the SAP SRM and Business Intelligence modules will lead to improvements to (former) BVPI 8, cost savings and process efficiencies through the use of electronic processes and improved reporting functionality
- Audit automation software has been introduced in Internal Audit with expected efficiency savings of approximately 125 audit days per annum (cashable efficiency of £25,000)
- Investment in the new Human Resource Management and Payroll system and the centralisation of Directorate Payroll and Human Resource administration staff in the 'Shared Service Centre' has enabled substantial re-engineering of processes to provide efficiencies in the longer term.

RESOURCES

FINANCIAL SERVICES

The council has a strong track record of demonstrating the achievement of efficiency savings across the whole range of its services, and the Department plays a leading role in managing and monitoring the achievement of efficiency savings in relation to the Government's efficiency agenda. In order to ensure the successful achievement of the Government's efficiency requirements for the period 2008/09 to 2010/11 as set out in the CSR07, Cabinet agreed the Efficiency Strategy 2008/09 to 2010/11 in July 2008. This strategy is predicated on setting challenging targets for both cash releasing and non-cash releasing efficiencies for the period of the CSR07.

The budget for 2009/10 has been set taking account of efficiency savings totalling £260,000 arising from

- E- enablement of business processes to streamline procedures £105,000
- A review of staffing arrangements £149,000
- A review of general back office administrative overheads £6,000.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	7,649,136	8,373,320	8,434,632	Employees	9,077,643
2	246,876	291,884	0	Premises	0
3	19,000	19,177	14,672	Transport	18,549
4	853,366	643,968	644,454	Supplies and Services	666,599
5	158,601	0	0	Contribution to Trading Services - City Stores	0
6	126,137	0	0	Delegated Budget c/fwd	0
	<u>9,053,116</u>	<u>9,328,349</u>	<u>9,093,758</u>		<u>9,762,791</u>
7	2,800,968	3,008,427	2,991,348	Less Income	2,995,851
	<u>6,252,148</u>	<u>6,319,922</u>	<u>6,102,410</u>	Delegated Budget	<u>6,766,940</u>
				Non-Delegated Items	
8	1,693,847	1,757,130	1,735,721	Central Support Service Recharges	1,833,918
9	437,940	107,232	20,753	Asset Charges	20,753
	<u>2,131,787</u>	<u>1,864,362</u>	<u>1,756,474</u>		<u>1,854,671</u>
10	7,735,476	8,184,284	7,697,901	Less Income	8,621,611
	<u>(5,603,689)</u>	<u>(6,319,922)</u>	<u>(5,941,427)</u>	Non-Delegated Budget	<u>(6,766,940)</u>
	<u>648,459</u>	<u>0</u>	<u>160,983</u>	TOTAL BUDGET	<u>0</u>
	247.0	262.7	262.7	Total No. of Staff	274.7

Responsible Budget Holders

Assistant City Treasurer (Accountancy)
 Assistant City Treasurer (Audit and Procurement)
 Assistant City Treasurer (Revenues and Exchequer)

FURTHER INFORMATION

Assistant City Treasurer: Sonia Tognarelli, Assistant City Treasurer (Accountancy) Tel: (0191) 561 1851
 Email: sonia.tognarelli@sunderland.gov.uk

RESOURCES

COLLECTION OF COUNCIL TAX AND BUSINESS RATES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to seek to collect all outstanding business rates, council tax and community charge. Council tax is used to part finance the funding requirements of the city council and certain precepting bodies. Business rates are paid into a national pool and are distributed to local authorities.

To achieve this aim, the service:

- Seeks continuous improvements in income collection methods
- Maximises the granting of reductions in the amount of council tax and business rates paid by the customer. The reductions are achieved by the award of mandatory and discretionary relief and award of council tax benefit
- Provides an efficient and effective customer focussed service
- Publishes measurable service standards that are being continuously improved upon.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
9	The percentage of council tax collected by the authority in the year	96.36%	96.7%	95.81%	No, implementation of a new ICT system impacted negatively on performance. However, current collection rate at December 2008 is 1.87% higher than December 2007.	97%	97.2%
10	The percentage of business rates collected by the authority in the year	99.49%	99.51%	99.51%	Yes	99.52%	98.5%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6 and 8 Objectives: - Enhance customer services - Achieving cashable efficiency savings						
Service Improvement Transfer to IBS for Business Rates	Plan and implement transfer of business rates to IBS system	Go live on IBS Business Rates Module April 2010. Complete post implementation review and take up any follow up actions that are identified	Realise benefits of the system	Improved management reporting leading to speedier response for the customer Improved administration (better quality output easier to use for staff) Reduction in IT support and upgrade costs	Q1 Finalise implementation plan. Q2 and Q3 Purchase IBS module and populate with data. Q4 Test module in anticipation of go live April 2010	FSB

RESOURCES

COLLECTION OF COUNCIL TAX AND BUSINESS RATES

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service actively seeks to maintain and improve where possible Council Tax and Business Rate Collection levels (see Performance Indicators Table above) and hence contribute to the council's CPA / CAA rating.

Council Tax collection performance in 2007/08 was impacted upon by the implementation of the new Council Tax ICT system. Despite this, the council's collection rate of 95.81% was still above the 95.6% average for all metropolitan councils in England and Wales. Additional investment has been made in the service to improve performance and to ensure the 2008/09 target is met. The implementation of the new system allows for better integration with the Housing Benefit and Council Tax Benefits service and has improved management information. Collection rates to September 2008 have reported a 1.5% increase compared to the previous year.

Benchmarking of the cost of collection for Council Tax for 2008/09 shows our cost of collection to be £15.65 per dwelling compared with an average of £16.00 for comparable authorities of similar size and make up. The Council Tax collection rate was 95.8% in 2007/08, which compares with an average of 95.6% for other metropolitan authorities.

Benchmarking of the Business Rates service for 2008/09 shows a gross cost of £25 per dwelling compared with an average of £37.91 per dwelling for metropolitan authorities. The collection performance indicator for 2007/08 was 99.51%, which compares against an average for metropolitan authorities of 98.5%.

The budget for 2009/10 has been set taking account of efficiency savings totalling £77,000 arising from a review of operational arrangements.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	1,711,061	1,713,011	1,718,101	Employees	1,737,346
2	158,670	127,778	127,776	Premises	120,412
3	25,283	22,812	22,812	Transport	25,619
4	365,433	284,648	283,472	Supplies and Services	305,168
	<u>2,260,447</u>	<u>2,148,249</u>	<u>2,152,161</u>		<u>2,188,545</u>
Less Income					
5	782,716	683,030	683,030	Income	683,030
6	211,171	216,450	216,450	Delegated Budget b/fwd	220,779
	<u>993,887</u>	<u>899,480</u>	<u>899,480</u>		<u>903,809</u>
	<u>1,266,560</u>	<u>1,248,769</u>	<u>1,252,681</u>	Delegated Budget	<u>1,284,736</u>
Non-Delegated Items					
7	80,035	73,747	(34,380)	Employees - FRS17 Pensions Adjustment	(30,948)
8	690,874	774,771	774,771	Central Support Service Recharges	761,483
9	113,216	109,000	109,000	Discretionary Relief	113,000
	<u>884,125</u>	<u>957,518</u>	<u>849,391</u>		<u>843,535</u>
10	443,838	532,000	532,000	Less Income	483,000
	<u>440,287</u>	<u>425,518</u>	<u>317,391</u>	Non-Delegated Budget	<u>360,535</u>
	<u>1,706,847</u>	<u>1,674,287</u>	<u>1,570,072</u>	TOTAL BUDGET	<u>1,645,271</u>
	66.0	65.8	65.8	Total No. of Staff	65.8

Responsible Budget Holder
Council Tax Manager

FURTHER INFORMATION

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RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide housing and council tax benefits administrative services that support the achievement of the Corporate Improvement Plan and Sunderland Strategy 2008 - 2025 and to ensure that the financial affairs of the city council are properly administered.

To achieve this aim, the service:

- Maximises the granting of benefits
- Provides a speedy cost effective and customer focused service
- Publishes measurable service standards that are being continuously improved upon
- Maintains independent external accreditation
- Minimises the incidence of fraud in benefit claims.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
76c	The number of housing benefit and council tax benefit (HB/CTB) fraud investigations carried out by the local authority per year, per 1000 caseload	28.38	30	28.85	No, however this is just an input measure and should be viewed in conjunction with BVPI 76d which is the output measure	32	32.5
76d	The number of housing benefit and council tax benefit (HB/CTB) prosecutions and sanctions, per year, per 1000 caseload, in the local authority area	4.33	4.40	4.41	Yes	4.42	4.43
78a	The average processing time taken for all new housing and council tax benefit (HB/CTB) claims submitted to the local authority, for which the date of decision is within the financial year being reported	27.6	27.3	28.45	No, the implementation of a new ICT system impacted negatively on performance. However, performance improved significantly later in the year with final quarter performance 16.24 days	21 days	20.5 days
78b	The average processing time taken for all written notifications to the local authority of changes to a claimant's circumstances that require a new decision on behalf of the authority	8.9	11 days	13.43	No, implementation of a new ICT system impacted negatively on performance. However, performance improved significantly later in the year, and final quarter performance was 3.77 days	9 days	8.5 days

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
79a	The percentage of cases within a random sample for which the authority's calculation of housing and council tax benefit (HB/CTB) is found to be correct	99.6%	99.6%	99.8%	Yes	99.8%	99.8%
79b (i)	The amount of housing benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	113.57%	85%	85.02%	Yes	89%	90%
79b (ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	36.12%	37%	41.60%	Yes	39%	40%
79b (iii)	Housing benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	8.7%	4%	3.5%	Yes	3.7%	3.6%
NI 180	Changes in Housing Benefit/Council Tax Benefit entitlements within the year	n/a - New indicator in 2008/09	n/a	n/a	n/a	35,500	36,000
NI 181	Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events	n/a - New indicator in 2008/09	n/a	n/a	n/a	14 days	13.5 days

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance Customer Services						
Service Improvement						
Implement a new system that will provide customers with online access to their Housing and Council Tax Benefit Accounts and, in addition allow claims to be made on-line	Implement OPENAccess module of IBS OPENSsystems to provide online customer access to account information and, in addition allow claims to be made on-line	Complete post implementation review. Investigate further developments to product with a view to more automation and less staff input	Investigate further developments to product particularly electronic notifications of awards. .	Improved customer satisfaction Greater choice for customers in how they choose to receive the service.	Q1 Base Access Screens established and testing completed. Access Screens configured for council requirements and uploaded to live environment. Q2 Review of product by Customer Group. Go live Q3 and Q4 Realise efficiencies	FSB

DEMONSTRATE DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service continually reviews its processes and identifies actions to improve on (former) BVPI performance in order to contribute to the council's CPA / CAA rating. Actions include:

- Providing good tools and working conditions for staff
- Providing effective training for staff and following council policies for minimising levels of sickness absence
- Writing, reviewing and updating all major working procedures in the on-line manual
- Re-engineering of processing centre actions in respect of the new claims process.

The service is specifically seeking to improve collection of overpayments (BVPI 79b) through joint working with council tax to improve collection of overpayments and the allocation of additional resource to this area.

The service compares well against other local authorities in a number of areas, including:

- the gross cost per weighted caseload in 2007/08 is £53.00, which compares to an average of £68.00 for all 19 comparator authorities
- Sunderland achieved a 4 out of 4 score for the Benefits Service in Comprehensive Performance Assessment for 2007 and achieved the highest level of performance in Tyne and Wear in respect of processing changes of circumstances.

The benefit claims process has been speeded up and performance to December 2008 showed an improvement of 10.08 days (from 28.45 days in 2007/08 to 18.37 days) on processing of new benefit claims.

The budget for 2009/10 has been set taking account of efficiency savings totalling £41,000 arising from:

- E- enablement of business processes to streamline procedures (£15,000)
- A review of staffing arrangements (£26,000).

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

FINANCIAL

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	2,779,715	2,967,932	2,984,832	Employees	2,606,808
2	3,255	2,594	2,594	Premises	2,473
3	23,311	28,525	28,525	Transport	24,795
4	776,030	380,952	369,688	Supplies and Services	434,395
	<u>3,582,311</u>	<u>3,380,003</u>	<u>3,385,639</u>		<u>3,068,471</u>
5	4,381,797	4,235,321	4,235,321	Less Income	4,114,273
	<u>(799,486)</u>	<u>(855,318)</u>	<u>(849,682)</u>	Delegated Budget	<u>(1,045,802)</u>
				Non-Delegated Items	
6	121,961	117,058	(54,571)	Employees - FRS17 Pensions Adjustment	(43,711)
7	1,411,108	1,437,955	1,437,955	Central Support Service Recharges	2,021,287
8	87,943	87,943	99,142	Asset Charges	99,142
9	22,993,379	24,347,000	24,270,000	Benefit Payments	25,077,000
	<u>24,614,391</u>	<u>25,989,956</u>	<u>25,752,526</u>		<u>27,153,718</u>
				Less Income	
10	22,854,342	24,274,600	24,197,600	Benefits Grant	25,000,000
11	317,847	463,247	463,247	Departmental Administration	606,324
	<u>23,172,189</u>	<u>24,737,847</u>	<u>24,660,847</u>		<u>25,606,324</u>
	<u>1,442,202</u>	<u>1,252,109</u>	<u>1,091,679</u>	Non-Delegated Budget	<u>1,547,394</u>
	<u>642,716</u>	<u>396,791</u>	<u>241,997</u>	TOTAL BUDGET	<u>501,592</u>
	111.0	122.4	122.4	Total No. of Staff	110.6

Responsible Budget Holder
Benefits Manager

HOUSING BENEFITS PAYMENTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Non-Delegated Items	
1	85,280,560	84,598,000	89,000,000	Third Party Payments	91,500,000
2	317,847	463,247	463,247	Departmental Administration	606,324
	<u>85,598,407</u>	<u>85,061,247</u>	<u>89,463,247</u>		<u>92,106,324</u>
3	85,227,327	84,151,400	88,553,400	Less Income	91,058,000
	<u>371,080</u>	<u>909,847</u>	<u>909,847</u>	Total Budget	<u>1,048,324</u>

Responsible Budget Holder
Benefits Manager

FURTHER INFORMATION

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RESOURCES

CORPORATE MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

Provides the infrastructure which allows services to be provided, whether by the council or not, and the information which is required for public accountability.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Corporate Management - Non Delegated items					
1	153,064	160,718	160,718	Recharge Chief Executive	164,736
2	450,913	477,461	477,461	External Audit Fees	453,430
3	74,781	103,747	103,747	Bank Charges	87,582
4	94,808	0	214,354	Counsels fees	0
5	2,955,737	3,066,276	3,030,181	Central Support Services Recharge	3,195,591
	<u>3,729,303</u>	<u>3,808,202</u>	<u>3,986,461</u>	Total - Corporate Management	<u>3,901,339</u>
Non Distributed Costs - Non Delegated Items					
6	0	2,158,000	2,158,000	Enhanced Pension Contributions	2,158,000
7	0	8,198,000	8,198,000	LGPS Deficiency Payments	7,875,024
8	8,334,337	(10,356,000)	(10,356,000)	FRS 17 Pensions Account	(10,033,024)
9	72,519	0	0	Increase in Bad Debt Provision	0
	<u>8,406,856</u>	<u>0</u>	<u>0</u>	Total Non Distributed Costs	<u>0</u>
Other Services					
Less Income					
10	1,809,167	1,531,000	1,531,000	Recharge to ISB re. Pension deficiency	1,784,367
11	770	718	718	Customer and Client Receipts	718
	<u>1,809,937</u>	<u>1,531,718</u>	<u>1,531,718</u>		<u>1,785,085</u>
	<u>10,326,222</u>	<u>2,276,484</u>	<u>2,454,743</u>	TOTAL BUDGET	<u>2,116,254</u>

Responsible Budget Holder
City Treasurer

RESOURCES

CITY SOLICITOR

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide a comprehensive legal and democratic services to the council and other public bodies such as Tyne and Wear Fire and Rescue Authority, Tyne and Wear Development Company Limited and Sunderland Empire Theatre Trust. To achieve this aim, the service provides:

- Legal advice on social services, public protection, employment, education and regeneration and development matters
- Support to the democratic decision making process of the council by servicing meetings of the council, Cabinet, and other Committees and Sub-Committees
- Support to the Review Committees
- Administrative and secretarial support for the Mayor, Leader and Deputy Leader of the council and all council Members
- Co-ordination and monitoring of the council's customer services and complaints management functions and dealing with Ombudsman complaints on behalf of the Chief Executive
- Management and maintenance of the Civic Centre
- Local Land Charges Service
- Advice and guidance on Information Management matters including data protection and freedom of information.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI179	% of standard searches carried out in 10 working days	92.66%	80%	97.04%	Yes	90%	90%
L1	New cases referred	927	800	1114	Yes	n/a	n/a
L2	Cases closed	757	730	959	Yes	n/a	n/a
L3	Success rate of cases undertaken	99.7%	99%	99.65%	Yes	99%	99%
L4	Debt recovered	*£223,099	£200,000	£216,718	Yes	£200,000	£200,000
L6	Agendas Delivered	6248	6000	6060	No - Delayed implementation and uptake of CMIS.	6000	6000
L7	Number of councillor ward surgeries advertised in the Sunderland Echo	667	500	636	Yes	n/a	n/a
L8	Meetings where agenda required	450	350	563	Yes	n/a	n/a
L9	Meetings where minutes required	829	400	907	Yes	n/a	n/a
L10	Accuracy of minutes	95%	95%	96.37%	Yes	95%	95%
L11	Timeliness of Minutes (produced within 80working days)	88.54%	80%	83.28%	yes	80%	80%
L12	Ombudsman complaints raised	24	25	34	Yes	n/a	n/a
L13	Existing complaints brought forward (relates to the council as a whole)	4	5	12	No (outside of control)	n/a	n/a
L14	Complaints closed out (relates to the council as a whole)	22	20	38	yes	20	20

* - excludes bankruptcy action

RESOURCES

CITY SOLICITOR

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 2 and 3 Objective: - Improve the emotional health and wellbeing of children - Ensure people are free from crime, disorder and substance misuse</p>						
<p>Corp. Imp. Priority Objective(s) Improve the emotional health and wellbeing of children. Ensure people are free from crime, disorder and substance misuse</p> <p>Service Improvement Implement Public Law Outline. (Child Protection Case management system replacing existing Protocol)</p>	<p>Ensure revised procedures put in place with Children's Services are working effectively</p> <p>Reducing the risk of failure in the council's accountable body role to co-ordinate the Change for Children Strategy and failure to achieve a 'good' rating in both safeguarding and enjoy and achieve</p>	<p>Ensure revised procedures put in place with Children's Services are working effectively</p>	<p>Continue to monitor the effectiveness of the procedures</p>	<p>Primarily to improve the safeguarding arrangements for the children of Sunderland and to improve and speed up the conduct of care proceedings to reduce the impact on the children involved</p>	<p>Q1 All existing staff trained, conversant and operating within PLO</p> <p>Protocol Embedded.</p> <p>Q2 Review Effectiveness</p> <p>Q3 Review Effectiveness</p> <p>Q4 Review Effectiveness</p>	<p>ACS</p>
<p>CORPORATE IMPROVEMENT PRIORITY 7 Objective: Enhancing Member development</p>						
<p>Corporate Improvement Priority Objective(s) Enhancing Member development</p> <p>Service Improvement Further enhance the e-Democracy Project to significantly improve councillor/officer/ Customer engagement</p>	<p>Promote the use of ICT through the community leadership project to improve public engagement in council services</p> <p>Reducing the risk of failure to provide services in the most efficient, economic and sustainable way</p>	<p>Situation to be kept under review</p>	<p>Situation to be kept under review</p>	<p>Strengthening the council's community leadership role through Member development and support</p>	<p>Q1 Review the use of the Committee Members Information Service</p> <p>Monitor performance information relating to deliver of agenda's, minutes etc.</p> <p>Identify system issues and improvements</p>	<p>DSM</p>

RESOURCES

CITY SOLICITOR

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					<p>Q2 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies.</p> <p>Identify system issues and Improvements.</p> <p>Q3 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies.</p> <p>Identify system issues and improvements.</p> <p>Q4 Review effectiveness of system to support achievement of performance indicators and achievement of efficiencies.</p> <p>Identify system issues and improvements.</p>	

RESOURCES

CITY SOLICITOR

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6 and 7						
Objective: - Improving Scrutiny - Enhancing Member development						
Corporate Improvement Priority Objective(s)						
Improving Scrutiny	Align work of the Review Committees to community priorities.	Support the embedding of the improvements	Support the embedding of these improvements	Efficient and effective council		ACS/CEX
Enhancing member development	Revise and implement Action Plan for Better Scrutiny. We shall develop procedures for dealing with councillors' calls for action and petitions. Revise scrutiny handbook. These actions should address the risk of Sunderland Partnership failing to deliver the Outcomes of the Sunderland Strategy and realise the ambitions of the City.			At the time of preparing the CIP this Area for Improvement is the responsibility of the City Solicitor. However, this is due to be transferred to the office of the Chief Executive, although currently the details have not yet been finalised.		
Service Improvement						
Scrutiny - Improve the contribution made by scrutiny to achieving community priorities						

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

A recent benchmarking exercise undertaken by Newcastle City Council established that Sunderland had the lowest legal costs amongst the eleven authorities included in the survey. Further benchmarking is being undertaken on all aspects of legal activities through the Legal Services Northern Benchmarking Group and the results will be used to identify actions as appropriate. Arrangements to benchmark Democratic Services are underway.

Procedures for dealing with absence are followed. A report on sickness absence is regularly submitted to Senior Management meetings to monitor absence closely, to promote effective attendance and to ensure compliance with the Corporate Attendance Management Policy. Sickness is effectively managed and the Department has the best sickness record within the council.

The service provides advice on risk on a daily basis and is represented on the Corporate Risk Management Group. A substantial contribution is made to the management of key risks, such as equal pay claims. A Risk Management database has been developed and is regularly reviewed to ensure all risks are identified and controlled.

Relevant solicitors involved in advising on key projects have been issued with Microsoft Project to ensure effective project management and relevant City Solicitor employees have been trained in the use of Prince 2.

RESOURCES

CITY SOLICITOR

The service advises on a number of key projects throughout the council, including:

- Leading on the Complaints / Request for Freedom of Information BIP project
- In-house legal support was important to achieving completion of the construction contracts for BSF
- Procurement and property work on the Aquatic Centre
- Implementing the Public law outline for child care cases and providing training to Children's Services
- Implemented CMIS to provide easier access to the Cabinet / Committee agenda
- Preparatory work on the new Wear Bridge.

The 2009/10 budget has been set taking account of efficiency savings of £31,000 arising from a maximisation of income earning opportunities.

FINANCIAL

LEGAL SERVICES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,746,290	1,972,082	2,011,395	Employees	2,030,496
2	6,580	8,025	8,025	Transport	6,525
3	191,422	116,820	148,705	Supplies and Services	112,196
4	21,504	0	0	Delegated Budget c/fwd	0
	<u>1,965,796</u>	<u>2,096,927</u>	<u>2,168,125</u>		<u>2,149,217</u>
5	380,673	379,472	379,708	Less Income	399,562
	<u>1,585,123</u>	<u>1,717,455</u>	<u>1,788,417</u>	Delegated Budget	<u>1,749,655</u>
				Non-Delegated Items	
6	352,896	371,008	371,008	Central Support Service Recharges	402,244
	<u>352,896</u>	<u>371,008</u>	<u>371,008</u>		<u>402,244</u>
7	1,870,266	2,088,463	2,088,463	Less Income	2,151,899
	<u>(1,517,370)</u>	<u>(1,717,455)</u>	<u>(1,717,455)</u>	Non-Delegated Budget	<u>(1,749,655)</u>
	<u>67,753</u>	<u>0</u>	<u>70,962</u>	TOTAL BUDGET	<u>0</u>
	45.5	49.2	49.7	Total No. of Staff	50.2

Responsible Budget Holder
City Solicitor

RESOURCES
CITY SOLICITOR

DEMOCRATIC SERVICES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	501,048	543,827	546,968	Employees	558,999
2	1,339	1,460	1,460	Transport	1,400
3	99,509	76,784	76,081	Supplies and Services	74,944
	<u>601,896</u>	<u>622,071</u>	<u>624,509</u>		<u>635,343</u>
4	168,531	143,940	143,940	Less Income	160,845
	<u>433,365</u>	<u>478,131</u>	<u>480,569</u>	Delegated Budget	<u>474,498</u>
				Non-Delegated Items	
5	53,039	50,254	50,254	Central Support Service Recharges	33,513
6	11,752	39,847	42,657	Asset Charges	42,657
	<u>64,791</u>	<u>90,101</u>	<u>92,911</u>		<u>76,170</u>
7	465,151	568,232	568,232	Less Income	550,668
	<u>(400,360)</u>	<u>(478,131)</u>	<u>(475,321)</u>	Non-Delegated Budget	<u>(474,498)</u>
	<u>33,005</u>	<u>0</u>	<u>5,248</u>	TOTAL BUDGET	<u>0</u>
	15.0	16.5	16.5	Total No. of Staff	16.5

Responsible Budget Holder
Democratic Services Manager

LAND CHARGES

The Revised Estimate 2008/09 and Estimate 2009/10 includes a transfer from contingencies to reflect the revised arrangements in respect of income from Land Charges.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	136,763	128,072	135,319	Employees	142,078
2	16,405	13,305	27,868	Supplies and Services	37,868
	<u>153,168</u>	<u>141,377</u>	<u>163,187</u>		<u>179,946</u>
3	413,320	796,929	216,929	Less Income	216,929
	<u>(260,152)</u>	<u>(655,552)</u>	<u>(53,742)</u>	Delegated Budget	<u>(36,983)</u>
				Non-Delegated Items	
4	26,374	26,399	32,399	Central Support Service Recharges	36,983
	<u>26,374</u>	<u>26,399</u>	<u>32,399</u>	Non-Delegated Budget	<u>36,983</u>
	<u>(233,778)</u>	<u>(629,153)</u>	<u>(21,343)</u>	TOTAL BUDGET	<u>0</u>
	4.5	4.6	4.6	Total No. of Staff	5.0

Responsible Budget Holder
City Solicitor

RESOURCES
CITY SOLICITOR

CIVIC CENTRE MANAGEMENT

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	364,429	355,968	358,860	Employees	378,291
2	1,117,191	1,154,006	1,270,382	Premises	1,130,945
3	28,534	35,517	35,517	Transport	31,817
4	135,792	129,674	131,778	Supplies and Services	140,433
5	25,143	0	0	Delegated Budget c/fwd	0
	<u>1,671,089</u>	<u>1,675,165</u>	<u>1,796,537</u>		<u>1,681,486</u>
6	55,419	54,247	54,247	Less Income	55,125
	<u>55,419</u>	<u>54,247</u>	<u>54,247</u>		<u>55,125</u>
	<u>1,615,670</u>	<u>1,620,918</u>	<u>1,742,290</u>	Delegated Budget	<u>1,626,361</u>
				Non-Delegated Items	
7	186,879	204,250	204,250	Central Support Service Recharges	242,312
8	180,693	172,676	172,676	Repairs and Renewals	172,676
9	755,950	248,912	249,284	Asset Charges	249,284
	<u>1,123,522</u>	<u>625,838</u>	<u>626,210</u>		<u>664,272</u>
10	2,140,283	2,246,756	2,246,756	Less Income	2,290,633
	<u>(1,016,761)</u>	<u>(1,620,918)</u>	<u>(1,620,546)</u>	Non-Delegated Budget	<u>(1,626,361)</u>
	<u>598,909</u>	<u>0</u>	<u>121,744</u>	TOTAL BUDGET	<u>0</u>
	14.0	14.0	14.0	Total No. of Staff	14.0

Responsible Budget Holder
Civic Centre Manager

RESOURCES
CITY SOLICITOR

DEMOCRATIC CORE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
				Member Secretariat:-	
1	117,995	138,526	139,790	- Employee Expenses	136,456
2	2,998	2,490	2,154	- Supplies and services	2,972
3	1,249,760	1,260,751	1,259,030	Members Allowances and Other Expenses	1,259,030
4	21,974	17,150	17,150	Civic Hospitality	17,150
5	22,249	25,432	25,104	Mayoral Expenses	25,104
6	66,155	60,000	60,000	Area, Standards and Review Committees	60,000
7	11,008	22,122	22,122	Conferences and Seminars	22,122
8	10,729	11,000	10,427	State of the City Debate	10,427
				Subscriptions:-	
9	59,916	59,849	59,849	- Local Government Assoc.	59,849
10	28,337	28,063	28,063	- NE Regional Employers' Organisation	28,063
11	100,244	101,218	101,218	- Association of North East Councils	101,218
12	52,701	52,185	52,185	- Tyne and Wear Partnership	52,185
13	1,575	1,591	1,591	- National Association of Councillors	1,591
	<u>1,745,641</u>	<u>1,780,377</u>	<u>1,778,683</u>	Delegated Budget	<u>1,776,167</u>
				Non-Delegated Items	
14	27,186	18,159	(19,387)	Employees - FRS17 Pensions Adjustment	(10,242)
15	1,419,572	1,500,093	1,468,342	Central Support Service Recharges	1,496,275
16	300,905	315,630	315,630	Civic Suite	330,415
	<u>1,747,663</u>	<u>1,833,882</u>	<u>1,764,585</u>	Non-Delegated Budget	<u>1,816,448</u>
	<u>3,493,304</u>	<u>3,614,259</u>	<u>3,543,268</u>	TOTAL BUDGET	<u>3,592,615</u>
	5.0	6.0	6.0	Total No. of Staff	6.0

Responsible Budget Holder
City Solicitor

MISCELLANEOUS SERVICES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	9,697	9,697	9,697	Employment Training Programme	9,697
	<u>9,697</u>	<u>9,697</u>	<u>9,697</u>	TOTAL MISC. CONTRIBUTION	<u>9,697</u>

Responsible Budget Holder
City Solicitor

FURTHER INFORMATION

For further information about the service please see the City Solicitor Business Plan or contact Bob Rayner, City Solicitor Tel: (0191) 553 1003, Elaine Waugh, Senior Assistant City Solicitor Tel: (0191) 553 1053, Rhiannon Hood, Assistant City Solicitor Tel: (0191) 553 1005 or Lee Stoddart, Democratic Services Manager Tel: (0191) 553 1007.

RESOURCES

PROPERTY SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the professional management and development of the council's land and buildings in support of the council's aims and objectives. To achieve this aim, the service:

- Works with services to ensure that a corporate approach to the use of council assets delivers improved service outcomes
- Works in partnership to help deliver regeneration opportunities across the city
- Ensures the security of all council buildings and land together with the safety of residents, employees and visitors of the city through the provision of a crime prevention advisory service and public space Closed Circuit Television monitoring
- Ensures that the council's non operational portfolio, including business centres and industrial buildings delivers council objectives and appropriate returns which support service delivery across the city
- Delivers construction projects which support the corporate objectives of the council and the council's partners
- Ensures council buildings are fit for purpose
- Ensures the safe collection and transportation of the council's and other external client's monies
- Delivers Emergency Planning for the council
- Manages the Port Estate and Port operations
- Ensure council buildings use energy efficiently to reduce costs and minimise carbon emissions
- Delivers the property programme detailed in the Corporate Asset Management Plan.

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI 37	Awareness of civil protection arrangements in the local area	n/a	n/a	n/a	n/a new indicator for 2008/09	Baseline target to be established when relevant data is available	To be set once baseline established
156	% Buildings with facilities for people with disabilities	64.65%	75%	88%	Yes	90	95%
AMP PI 1	% of properties classed as fit for purpose	99.11%	97.9%	99.82%	Yes	New asset Management Software is being utilised and revised targets will be established when data input is complete	New asset Management Software is being utilised and revised targets will be established when data input
AMPPI 2	Backlog of maintenance	£9.07m	£9.11m	£10.10m	No Increase in reactive maintenance meant that planned maintenance work was reduced	£9.44m	£9.25m
AMPPI 3a	Capital receipts - Number of key sites sold (PI definition changed)	n/a	100%	6 sites	No Economic conditions and protracted discussions regarding abnormal development costs	5	3

RESOURCES

PROPERTY SERVICES

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
AMPP 3b	Space utilisation of operational property	72%	65%	70%	Yes	New asset Management Software is being utilised and revised targets will be established when data input	New asset Management Software is being utilised and revised targets will be established when data input
AMPP 3c	Cost per m2 of operational property	£58.07	£50.00	£51.00	No Due to challenging target	New asset Management Software is being utilised and revised targets will be established when data input	New asset Management Software is being utilised and revised targets will be established when data input
AMPP 4	Internal rate of return on Investment Portfolio	13%	12%	11.5%	No Change in computation of IRR	New asset Management Software is being utilised and revised targets will be established when data input	New asset Management Software is being utilised and revised targets will be established when data input
AMPP 5	% Energy consumption - carbon emissions/m2	Baseline 0.048 tonnes/m2	0.04704 tonnes/m2	0.043 tonnes/m2	Yes	0.04998 tonnes/m2	0.04512 tonnes/m2
AMP PI 6	Satisfaction with PS performance in delivery of construction programme (£1m+)	92	n/a	PI to be reviewed	PI to be reviewed	PI to be reviewed	PI to be reviewed
AMPP 7	No of council properties subjected to a security assessment	75	80	80	Yes	100	100

RESOURCES

PROPERTY SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging the development of an enterprising culture						
Service Improvement Complete Port of Sunderland Business Plan and utilise as business management tool (delivered on behalf of the Planning and Transportation Portfolio)	Continue implementation of Business Plan and implement agreed Port governance option	Continue implementation and review of Business Plan	Continue implementation and review of Business Plan	Improved trading position for Port leading to job retention and new job creation. New capital investment agreed for Port infrastructure	Q1 Port Board meetings to manage implementation of Port Business Plan Q2 Agree governance arrangements for Port by end of Q2	HOLP
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Ensure residents are free from harm						
Service Improvement We will respond to major incidents and other emergencies (Delivered on behalf of the Planning and Transportation Portfolio)	Response to major incidents and other emergencies to be reviewed Test efficiency by way of exercises Formulation of new Emergency Plans	Completion of process. Review of adequacy of arrangements	Review and testing	Better response to incidents leading to reduced risk of potential injury and damage to infrastructure Timely and appropriate help and support to those affected by incidents	Q1 Norland exercise complete Q2 Emergency Plan and processes revised Q3 Emergency Plan reprinted Q4 Emergency Plan issued and distributed	SSM

RESOURCES

PROPERTY SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Achieving cashable efficiency savings						
Service Improvement Reduce the costs of the council's operational property portfolio	Develop utilisation targets for all services, optimising costs and linking into Smarter Working projects Develop property rationalisation proposals and implement service improvement and rationalisation programme Identify key areas for strategic acquisitions to support regeneration	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	Council property space occupation increased from 62% in 2006 to 80% by 2015, resulting in reduced running costs, reduced maintenance backlog and the increased potential for capital receipts for re-investment. (Specific targets will be identified once the options for property rationalisation have been agreed)	Q1 Agree rationalisation programme for Adult Services. Q2 Agree rationalisation programme for Children's Services Q3 Agree overall programme for building rationalisation	BSSM
CORPORATE IMPROVEMENT PRIORITY 5 and 8						
Objectives: - Support sustainable patterns of consumption and development, retaining our low eco-footprint and protecting the city's diverse natural environment. - Achieving cashable efficiency savings. - Improve the councils approach to energy sustainability.						
Service Improvement Improve the energy efficiency of the council's property portfolio	Implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits and results of Display Energy Certificates)	Continue to implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits and results of Display Energy Certificates).		Reduce energy consumption in all council owned buildings - target of 10% reduction in consumption to be sustained through to 31 December 2010 (monitored via the energy review).	Q1 AMR installation for electricity (monthly billed supplies) and water to commence Q3 AMR installation complete	BSSM

RESOURCES

PROPERTY SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
		This will be an ongoing process to ensure efficiency measures are maintained and improved, and will form part of the services annual work programme.		Reduced energy costs and carbon emissions. (See Carbon Plan action in Planning and Transportation Portfolio)	Q1 and Q4 Ongoing Salix investment Q1 and Q4 Start replacement of obsolete BMS systems as identified in SIP bid	

CORPORATE IMPROVEMENT PRIORITY 8

Objectives: Achieving efficiency savings

<u>Service Improvement</u> Retain only fit for purpose property.	Develop asset management plans to highlight building defects and breaches of property related legislation Use the A.M.P. to target the application of the repairs and maintenance budget.	Continue to develop the A.M.P. and target methods of reducing the backlog of maintenance Review the A.M.P. to assess the impact of maintenance targeting on legislative compliance.	Continue to develop the A.M.P. Reassess the backlog of maintenance Review the condition categories of the civic building portfolio	Reduction in property related legislation breaches Reduce maintenance backlogs.	Q1 - Q4 Monthly monitoring of budget expenditure and year end assessments of maintenance backlog and legislation breaches.	RS
<u>Service Improvement</u> Develop facilities to improve service delivery	Deliver the capital programme for new build and refurbishment of council property	Deliver the capital programme for new build and refurbishment of council property	Deliver the capital programme for new build and refurbishment of council property	Improvement in building portfolio in terms of condition, suitability and sufficiency and sufficiency ratings	Q1 - Q4 Ongoing review capital programme Delivery of planned projects	FS BH

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Energy Review Process (which is designed to deliver efficiencies in the council's use of energy) and the Carbon Management Plan (which is designed to reduce the council's carbon emissions) will be key areas of ongoing activity for the service to ensure the efficient use of energy in council assets and in reducing costs and carbon emissions. Progress has already been made in this area with all properties now on corporate energy contracts, utility invoices being subject to validation and a system of monitoring and targeting implemented.

The service contributes to the council's approach to the use of its resources by managing the corporate approach to asset management and identifying opportunities for improved value for money through processes such as property reviews. A programme of property reviews is underway, including an office accommodation review. This review will identify options for the rationalisation of the council's property portfolio, leading to a reduction in building running costs, potential for capital receipts, and the reduction of the maintenance backlog.

RESOURCES

PROPERTY SERVICES

This process has already commenced with the disposal of The Esplanade enabling efficiency savings of £78,000 in 2007/08, and more efficient use of property at Leechmere Training Centre (by the Health, Housing and Adult Services directorate) and Fawcett Street (by the Shared Service Centre and Property Services).

The council's property maintenance backlog, whilst high, is in the medium to low quartile when compared to national figures that are available, and it is all fit for purpose in terms of health and safety needs.

Vacancy rates for industrial units are currently stable at approximately 10% and for shops it is in the region of 2-3%. The internal rate of return for our industrial portfolio is 11.5% for 2007/08. These figures indicate a portfolio that is performing well, when compared with the industry norm.

The 2009/10 budget has been set taking into account efficiency savings of £186,000. These have arisen from:

- A review of operational arrangements (£25,000)
- Maximisation of income earning opportunities (£161,000).

FINANCIAL

This section provides for the cost of Design Services, Surveying Services and Security Services.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10
				Delegated Items	
1	3,969,164	3,121,388	3,138,344	Employees	3,259,326
2	55,569	54,275	58,492	Premises	28,950
3	37,531	45,949	45,949	Transport	23,712
4	635,227	317,613	304,790	Supplies and Services	348,839
5	166,768	0	0	Revenue Contributions to Capital	0
6	49,896	52,164	52,164	City Centre Manager	50,505
7	40,716	0	67,166	Taxi Marshalls	71,496
	<u>4,954,871</u>	<u>3,591,389</u>	<u>3,666,905</u>		<u>3,782,828</u>
				Less Income	
8	3,125,808	2,163,807	2,230,973	Income	2,191,527
9	244,785	0	0	Delegated Budget b/fwd	0
	<u>3,370,593</u>	<u>2,163,807</u>	<u>2,230,973</u>		<u>2,191,527</u>
	<u>1,584,278</u>	<u>1,427,582</u>	<u>1,435,932</u>	Delegated Budget	<u>1,591,301</u>
				Non-Delegated Items	
10	(82,827)	126,348	(62,406)	Employees - FRS17 pensions adjustment	(57,921)
11	473,865	401,464	401,464	Central Support Service Recharges	533,634
12	319,547	319,547	319,547	Departmental Administration	252,248
13	22,765	21,842	22,842	Asset Charges	22,842
14	9,288	0	0	Repairs and Renewals	0
	<u>742,638</u>	<u>869,201</u>	<u>681,447</u>		<u>750,803</u>
15	2,482,627	2,244,619	2,244,619	Less Income	2,220,103
	<u>(1,739,989)</u>	<u>(1,375,418)</u>	<u>(1,563,172)</u>	Non-Delegated Budget	<u>(1,469,300)</u>
	<u>(155,711)</u>	<u>52,164</u>	<u>(127,240)</u>	TOTAL BUDGET	<u>122,001</u>
	123.6	88.1	88.1	Total No. of Staff	89.0

Responsible Budget Holders

Head of Land and Property
 Surveying Services Manager
 Design Services Manager
 Security Services Manager

FURTHER INFORMATION

For further information about the service please see the Capital Strategy and the Asset Management Plan or contact Colin Clark Head of Land and Property, Tel: (0191) 561 2675, email: colin.clark@sunderland.gov.uk

RESOURCES

PROPERTY SERVICES - REPAIRS AND RENEWALS

REPAIRS AND RENEWALS

FINANCIAL

The estimate each year is determined by priorities contained within the Asset Management Plan. This helps to explain variations between directorates.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,179,954	863,224	863,224	Community and Cultural Service	850,597
2	233,544	224,502	224,502	Corporate Services	215,203
3	746,334	668,305	668,305	Development and Regeneration	697,502
4	231,299	289,485	289,485	Children's Services	279,697
5	309,747	257,032	257,032	Health Housing and Adult Services	267,549
				Inspections and minor repairs under:	
6	57,538	120,000	120,000	Electricity at Work Act	120,000
7	147,818	250,000	250,000	Health and Safety at Work Act	250,000
8	67,715	105,000	60,000	Energy Conservation	60,000
9	28,032	0	76,162	Salix Schemes	59,194
10	2,084	165,500	138,714	General Contingency	157,838
11	99,970	0	0	Revenue Contributions to Capital	0
12	80,874	0	0	Delegated Budget c/fwd	0
	<u>3,184,909</u>	<u>2,943,048</u>	<u>2,947,424</u>		<u>2,957,580</u>
				Less Income	
13	201,161	0	0	External Recharges	0
14	9,818	0	(9,818)	Delegated Budget b/fwd	0
	<u>210,979</u>	<u>0</u>	<u>(9,818)</u>		<u>0</u>
	<u>2,973,930</u>	<u>2,943,048</u>	<u>2,957,242</u>	Delegated Budget	<u>2,957,580</u>
				Non-Delegated Items	
15	411,288	0	0	Capital Financing - Impairments	0
				Less Income	
16	2,956,146	2,302,548	2,302,548	Internal Recharges	2,310,548
	<u>(2,544,858)</u>	<u>(2,302,548)</u>	<u>(2,302,548)</u>	Non-Delegated Budget	<u>(2,310,548)</u>
	<u>429,072</u>	<u>640,500</u>	<u>654,694</u>	TOTAL BUDGET	<u>647,032</u>
	0.0	0.0	0.0	Total No. of Staff	0.0

Responsible Budget Holders

Head of Land and Property
Surveying Services Manager

RESOURCES

CONTRIBUTION TO/(FROM) TRADING SERVICES

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
1	(332,349)	(759,881)	(725,245)	Contribution from Industrial Units	(708,136)
2	7,930,153	(898,822)	(870,649)	Contribution from MLP	(1,283,572)
3	(222,746)	(128,127)	(122,716)	Contribution from Retail Market	(109,897)
4	(88,268)	0	(15,078)	Contribution from Cash in Transit	0
	<u>7,286,790</u>	<u>(1,786,830)</u>	<u>(1,733,688)</u>	TOTAL BUDGET	<u>(2,101,605)</u>
	22.6	27.0	28.0	Total No. of Staff	27.1

RESOURCES

TRADING OPERATIONS

TRADING SERVICES ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by the Resources Portfolio:

Page No.	Service
187	The Cabling Team
189	City Printing Services
193	Industrial Units and Managed Workspace
194	Miscellaneous Land and Properties
195	Retail Market
196	Cash in Transit

Since April 2001, these services have operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting financial performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify

- The detail of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the main service budget as a result of generating a surplus or
 - A contribution required from the main service budget as a result of operating at a deficit.

The value of the 'Contribution to or from the Main Service Budget' is contained within the relevant main service budget page.

RESOURCES

TRADING OPERATIONS - CABLING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide the council with an integrated network cabling installation service that provides value for money and is both reliable and professional. To achieve this aim, the service:

- Sources quality products, by providing Best Value
- Uses externally audited and certified ISO9001: 2000 Total Quality Management System
- Provides best training to our staff, recruiting Modern Apprentices and investing.

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 2	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability	Level 2	Level 3	Level 3	Yes	Level 4	Level 5
BVPI 12	The number of working days/shifts lost to the Local Authority due to sickness absence	26.85 days	10.2 days	13.25 days	No. This is a small team in which a team member has experienced a significant illness.	9.6 days	9.6 days

This service does not currently report against any other Performance Indicators. But it continues to be audited and certified to ISO 9001:2000 (last re-certification in April 2008).

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 1, 8 and 9

Objectives: - Support economic growth and participation in the economy by encouraging the development of an enterprising culture.
 - Achieving cashable efficiency savings.
 - Strengthen community leadership role of the Sunderland Partnership.

Service Improvement	2009/10	2010/11	2011/12	Outcomes	2009/10 Milestones	Lead Officer
Further network cabling installations for external agencies	Tender competitively for works that are driven Property Services Projects	Tender competitively for works that are driven Property Services Project.	Tender competitively for works that are driven Property Services Projects	Bringing in additional income to the council	No specific milestones. Ongoing successful tenders to provide constant work	NCM

CORPORATE IMPROVEMENT PRIORITY 8

Objective: Achieving cashable efficiency savings

Service Improvement	2009/10	2010/11	2011/12	Outcomes	2009/10 Milestones	Lead Officer
Meet the performance monitoring smart targets	Number of accepted quotes against quotes tendered to be above 92%	Number of accepted quotes against quotes tendered to be above 92%	Number of accepted quotes against quotes tendered to be above 92%	Improved service delivery quality	Maintain ongoing level of successful installations against quotes	NCM

RESOURCES

TRADING OPERATIONS - CABLING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6 and 7						
Objective: - Enhance Customer Services - Improving the approach to communications						
Service Improvement Consider adoption of a maintenance facility for directorates and agencies.	Investigate state of existing network cable against current and future standards.	Incorporate into Service Level Agreements.	Project complete	Improved level of service provided to directorates and external customers that should enhance the services ability to win tenders	Q3 Authority wide cable audit to be completed by December 2009	NCM

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	123,476	135,944	136,584	Employees	139,875
2	12,050	12,019	12,019	Transport	12,019
3	74,954	57,949	57,949	Supplies and Services	58,581
4	32,236	0	0	Delegated Budget C/fwd	0
	<u>242,716</u>	<u>205,912</u>	<u>206,552</u>		<u>210,475</u>
5	282,027	252,439	252,439	Less Income	258,064
	<u>(39,311)</u>	<u>(46,527)</u>	<u>(45,887)</u>	Delegated Budget	<u>(47,589)</u>
				Non-Delegated Items	
6	2,279	5,330	(2,485)	Employees - FRS17 Pensions Adjustment	(2,403)
7	18,243	26,646	26,646	Central Support Service Recharges	29,892
	<u>20,522</u>	<u>31,976</u>	<u>24,161</u>	Non-Delegated Budget	<u>27,489</u>
	<u>(18,789)</u>	<u>(14,551)</u>	<u>(21,726)</u>	SURPLUS OF TRADING ACTIVITY	<u>(20,100)</u>
	<u>18,789</u>	<u>14,551</u>	<u>21,726</u>	Contribution to Main Service Budget	<u>20,100</u>
	4.5	5.0	5.0	Total No. of Staff	5.0

Responsible Budget Holder
Cabling Team Manager

FURTHER INFORMATION

For further information about the service please see the Cabling Team Service Planning 2009/10 or contact Ian Wemyss, Network Cabling Manager , 0191 561 1754 or 07801135160, Ian.Wemyss@sunderland.gov.uk

RESOURCES

TRADING OPERATIONS - CITY PRINT SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to: continually meet our customers' requirements for Litho Printing, Electronic Digital Printing, Finishing and Photographic services, producing high quality, cost-effective work within agreed time-scales. City Print Services is totally committed to delivering a service to achieve the complete satisfaction of our customers.

To achieve this aim, the service:

- Is raising the profile and identity of City Print Services within the Authority and other regional bodies, through targeted marketing activities
- Is continually refining its service and delivering Best Value to Customers by conducting annual customer surveys
- Develops effective management. Developing and sustaining a professional business environment that embraces the principles of continuous improvement, excellence and creativity.
- Addresses environmental concerns by reviewing and developing a policy of: offering recycled products and/or products with recognised eco-friendly specifications: e.g. F.S.C
- Monitors waste disposal and recycling of waste paper and toner cartridges.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
CP1	Target to increase the amount of estimates to compete for work	146%	104%	80%	No. More work is automated i.e. SAP prints, pay-role and benefits thereby reducing the need for estimates. Improved client knowledge reduces need to re-estimate for varying print runs and these were previously counted as new estimates.	102%	103% of previous year
CP2	Target for value of jobs completed	147%	107%	120%	Yes	104%	104% of previous year%
CP3	%age of monthly income target (invoice report)	96.53%	100%	106%	Yes	100%	100% of Budgeted target
CP4	Customer Complaints as %age of jobs delivered	0%	<0.1%	0.01%	Yes	<0.1%	<0.1%

RESOURCES

TRADING OPERATIONS - CITY PRINT SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 5 and 6</p> <p>Objectives: - Support sustainable patterns of consumption and development, retaining our low eco-footprint and protecting the city's diverse natural environment. - Enhance Customer Services.</p>						
<p>Service Improvement</p> <p>Continual development of ISO 9001 and ISO 14001 accredited systems, together with requirements of Forestry Stewardship Council (FSC) Standard to correspond with service development</p>	<p>Continuous drive for economical quality improvement by: passing external reassessments of ISO 9001, ISO 14001 and FSC environment</p> <p>Implement the start of accreditation for the pilot scheme ISO 18001: Health and Safety standards for the authority</p> <p>Audit January 2009</p>	<p>Continuous drive for economical quality improvement. Pass external all reassessments of ISO 9001 ISO 14001 ISO 18001 FCS environmental</p> <p>Audited Half Yearly</p> <p>This work will be absorbed into the Service annual work programme.</p>		<p>Continuous Quality Improvement (Cycle)</p> <p>Meeting the highest industrial standards in all areas of print communication</p> <p>Enabling: Wider tendering for work both internally and externally</p> <p>Authority to bench mark against standards held by City Print</p> <p>External auditing of all business processes</p> <p>The creation of a comprehensive auditable, transparent and efficient service</p> <p>Systematic constant improvement</p>	<p>Half yearly interim audits due July 2009 and January 2010</p>	<p>PM</p>

RESOURCES

TRADING OPERATIONS - CITY PRINT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 6 and 7 Objectives: - Enhance Customer Services. - Improving the approach to communications.</p>						
<p><u>Service Improvement</u> Continue to provide lithographic print capability for Sunderland City Council; replacement of ageing printer</p>	<p>Research client needs and develop business case for replacement equipment</p>	<p>Installation of equipment for four-colour SRA3 lithographic press</p>	<p>Project complete</p>	<p>Meeting the highest industrial standards in all areas of print communication Enabling: Wider tendering for work both internally and externally</p> <p>More cost effective method of addressing client need for stationery, formwork and promotional materials</p>	<p>Q3 Completion of Business Case for four-colour SRA3 lithographic press</p>	<p>PM</p>
<p>CORPORATE IMPROVEMENT PRIORITY 6, 7 and 8 Objectives: - Enhance Customer Services - Improving the approach to communications - Transform services through improvement</p>						
<p><u>Service Improvement</u> Re-structure current staff organisation. Develop increased design capacity to assist in the maintenance and evolution of the corporate brand</p>	<p>Re-structure current staff organisation to better reflect roles and responsibilities and to comply with recommendations from British Print Industry Audit</p> <p>Audit the utilisation of current design staff and equipment. Develop an improvement and implementation plan</p>	<p>Project complete</p>		<p>Develop improved reporting structure and improve current production processes</p> <p>Reduced reliance on outside agencies and increase utilisation of in-house skills and capabilities</p>	<p>Q2 Project completion with revised staffing proposal to reflect findings of audit</p>	<p>PM</p>

RESOURCES

TRADING OPERATIONS - CITY PRINT SERVICES

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service has successfully maintained the ISO9001 Total Quality Management System Certification and ISO 14001 Environmental Management Standard which both require continuous regular reassessment / review for performance improvement. This process is a major aspect of the standard.

The Unit's strategy is to maximise income generation opportunities and to provide an annual surplus to fund future capital investment in the service. Recent investment in cutting edge digital press technology and software and developed colour management and proofing systems has enhanced the quality of the service.

The Printer Rationalisation Project commenced May 2008 and a review has been undertaken to identify the number and range of printers currently used across the council, and to consider the scope for improved arrangements and to identify efficiency savings. This review has identified in excess of 1200 printers throughout the council and by deploying replacement multifunctional devices, it is anticipated that savings will contribute to the overall target for corporate efficiency savings.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	626,567	672,104	675,823	Employees	697,037
2	8,238	14,500	14,499	Premises	14,499
3	5,092	7,700	7,700	Transport	7,700
4	1,012,163	919,378	912,449	Supplies and Services	909,113
	<u>1,652,060</u>	<u>1,613,682</u>	<u>1,610,471</u>		<u>1,628,349</u>
5	1,874,847	1,900,000	1,900,000	Less Income	1,944,307
	<u>(222,787)</u>	<u>(286,318)</u>	<u>(289,529)</u>	Delegated Budget	<u>(315,958)</u>
				Non-Delegated Items	
6	26,337	27,073	(12,621)	Employees - FRS17 Pensions Adjustment	(12,270)
7	169,470	185,410	185,410	Central Support Service Recharges	182,812
	<u>195,807</u>	<u>212,483</u>	<u>172,789</u>	Non-Delegated Budget	<u>170,542</u>
	<u>(26,980)</u>	<u>(73,835)</u>	<u>(116,740)</u>	Surplus of Trading Activity	<u>(145,416)</u>
	<u>26,980</u>	<u>73,835</u>	<u>116,740</u>	Contribution to Main Service Budget	<u>145,416</u>
	25.6	25.6	25.6	Total No. of Staff	25.6

Responsible Budget Holder
Print Manager

FURTHER INFORMATION

For further information about the service please see the City Print Business Plan or contact John Brien, City Print Manager, Tel: (0191) 561 1094. email: john.brien@sunderland.gov.uk

RESOURCES

TRADING OPERATIONS - INDUSTRIAL UNITS AND MANAGED WORKSPACE

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Industrial Units and Managed Workspace are outlined within Property Services (Page 178).

FINANCIAL

This section provides for the management of Industrial Units and managed workshops.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	314,761	343,138	350,323	Employees	350,970
2	443,254	423,950	456,250	Premises	446,675
3	2,448	1,620	1,620	Transport	1,620
4	160,352	275,422	274,720	Supplies and Services	274,811
	<u>920,815</u>	<u>1,044,130</u>	<u>1,082,913</u>		<u>1,074,076</u>
5	1,955,956	2,491,576	2,491,576	Less Income	2,506,063
	<u>(1,035,141)</u>	<u>(1,447,446)</u>	<u>(1,408,663)</u>	Delegated Budget	<u>(1,431,987)</u>
				Non-Delegated Items	
6	11,354	13,019	(7,448)	Employees - FRS17 pensions adjustment	(6,798)
7	241,656	259,848	259,848	Central Support Recharges	315,130
8	76,389	94,274	111,319	Departmental Administration	84,395
9	135,535	135,312	134,587	Asset Charges	142,223
10	237,858	185,112	185,112	Repairs and Renewals	188,901
	<u>702,792</u>	<u>687,565</u>	<u>683,418</u>	Non-Delegated Budget	<u>723,851</u>
	<u>(332,349)</u>	<u>(759,881)</u>	<u>(725,245)</u>	(SURPLUS) OF TRADING ACTIVITY	<u>(708,136)</u>
	<u>332,349</u>	<u>759,881</u>	<u>725,245</u>	Contribution to Main Service Budget	<u>708,136</u>
	10.0	14.3	14.3	Total No. of Staff	13.2

Responsible Budget Holders

Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - MISCELLANEOUS LAND AND PROPERTY

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Miscellaneous Land and Properties are outlined within Property Services (Page 178).

FINANCIAL

The revised estimate for 2008/09 and the estimate for 2009/10 reflect the transfer of budget responsibility for Fawcett Street from Corporate Services to Property Services.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	373	0	15,945	Employees	16,348
2	547,078	356,895	692,311	Premises	506,153
3	0	0	4,505	Transport	4,505
4	68,531	69,511	82,777	Supplies and Services	94,478
5	127,620	129,500	129,500	Agency and Contracted Services	132,090
	<u>743,602</u>	<u>555,906</u>	<u>925,038</u>		<u>753,574</u>
				Less Income	
6	3,036,785	3,088,285	3,088,285	Income	3,143,740
7	134,048	0	0	Delegated Budget b/fwd	0
	<u>3,170,833</u>	<u>3,088,285</u>	<u>3,088,285</u>	Delegated Budget	<u>3,143,740</u>
	<u>(2,427,231)</u>	<u>(2,532,379)</u>	<u>(2,163,247)</u>		<u>(2,390,166)</u>
				Non-Delegated Items	
8	0	0	(834)	Employees - FRS17 pensions adjustment	(319)
9	866,163	978,378	985,516	Central Support Service Recharges	787,603
10	79,705	58,697	69,309	Departmental Administration	52,516
11	165,653	162,550	276,787	Capital Financing - Asset Charges	248,231
12	8,747,592	0	0	Capital Financing - Impairments	0
13	498,271	433,932	448,203	Repairs and Renewals	463,303
	<u>10,357,384</u>	<u>1,633,557</u>	<u>1,778,981</u>		<u>1,551,334</u>
14	0	0	486,383	Less Income	444,740
	<u>10,357,384</u>	<u>1,633,557</u>	<u>1,292,598</u>	Non-Delegated Budget	<u>1,106,594</u>
	<u>7,930,153</u>	<u>(898,822)</u>	<u>(870,649)</u>	(SURPLUS) OF TRADING ACTIVITY	<u>(1,283,572)</u>
	<u>(7,930,153)</u>	<u>898,822</u>	<u>870,649</u>	Contribution to Main Service Budget	<u>1,283,572</u>
	0.0	0.0	1.0	Total No. of Staff	1.0

Responsible Budget Holders

Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - RETAIL MARKET

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Retail Market are outlined within Property Services (Page 178).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	56,276	62,505	62,603	Employees	65,682
2	104,581	118,021	121,784	Premises	124,889
3	6,721	10,984	10,984	Supplies and Services	14,484
	<u>167,578</u>	<u>191,510</u>	<u>195,371</u>		<u>205,055</u>
4	468,566	431,882	431,882	Less Income	443,729
	<u>(300,988)</u>	<u>(240,372)</u>	<u>(236,511)</u>	Delegated Budget	<u>(238,674)</u>
				Non-Delegated Items	
5	1,803	1,978	(916)	Employees - FRS17 pensions adjustment	(977)
6	40,290	41,300	41,300	Central Support Service Recharges	49,484
7	15,886	24,578	29,022	Department Administration	34,972
8	20,263	44,389	44,389	Repairs and Renewals	45,298
	<u>78,242</u>	<u>112,245</u>	<u>113,795</u>	Non-Delegated Budget	<u>128,777</u>
	<u>(222,746)</u>	<u>(128,127)</u>	<u>(122,716)</u>	(SURPLUS) OF TRADING ACTIVITY	<u>(109,897)</u>
	<u>222,746</u>	<u>128,127</u>	<u>122,716</u>	Contribution to Main Service Budget	<u>109,897</u>
	2.6	2.7	2.7	Total No. of Staff	2.9

Responsible Budget Holders

Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - CASH IN TRANSIT

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Cash in Transit are outlined within Property Services (Page 178).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	226,275	255,436	257,535	Employees	243,336
2	5,473	12,076	12,468	Premises	12,089
3	64,108	119,091	119,091	Transport	99,091
4	23,399	27,971	23,135	Supplies and Services	16,263
	<u>319,255</u>	<u>414,574</u>	<u>412,229</u>		<u>370,779</u>
5	429,111	437,039	437,039	Less Income	395,314
	<u>(109,856)</u>	<u>(22,465)</u>	<u>(24,810)</u>	Delegated Budget	<u>(24,535)</u>
				Non-Delegated Items	
6	8,513	8,594	(4,139)	Employees - FRS17 pensions adjustment	(4,031)
7	13,075	13,871	13,871	Central Support Service Recharges	28,566
	<u>21,588</u>	<u>22,465</u>	<u>9,732</u>	Non-Delegated Budget	<u>24,535</u>
	<u>(88,268)</u>	<u>0</u>	<u>(15,078)</u>	(SURPLUS) OF TRADING ACTIVITY	<u>0</u>
	<u>88,268</u>	<u>0</u>	<u>15,078</u>	Contribution to Main Service Budget	<u>0</u>
	10.0	10.0	10.0	Total No. of Staff	10.0

Responsible Budget Holders

Head of Land and Property
Security Services Manager

CHILDREN'S SERVICES

ROLES AND RESPONSIBILITIES

The primary aim of the Children's Services portfolio is to improve the lives of children, young people and their families. Children's Services has six specific service areas:

- Health Improvement, which is managed through the Primary Care Trust
- Safeguarding
- Standards
- Positive Contribution/Economic Well-being
- Resources
- Performance Improvement and Policy.

Strategic Planning is a major feature within in the Children's Service portfolio, with each of the six service areas also having their own annual service plan, clearly setting out improvements for the forthcoming year. These service plans maintain the principles of a 'Golden Thread' by demonstrating clear links to the Children and Young People's Plan (the overarching plan for the **Sunderland Children's Trust**), the Corporate Improvement Plan, Sunderland Strategy 2008-2025 and Local Area Agreement 2008-2011.

The purpose of a Children's Trust is to improve the well-being of all children: improving their prospects for the future and redressing inequalities between the most disadvantaged children and their peers. The Children's Trust is a local area partnership led by the local authority bringing together the key local agencies - some of which are under a statutory "duty to co-operate" - to improve children's well-being through integrated services focused on delivering the five outcomes of **Every Child Matters**. The Children's Trust is a partnership within the Local Strategic Partnership - the multi-agency partnership operating at local level and bringing together public, private, community and voluntary sectors to work together more effectively to promote better outcomes for local people. The Sunderland Children's Trust's shared, local vision for children and young people is "*Working together to improve life chances and aspirations for each child and young person in Sunderland*".

The Children's Services portfolio is the key driver of the Children's Trust and works towards improving the five Every Child Matters (ECM) outcomes for children and young people, which are:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing.

The **Children's Services Priorities Framework 2008-2010** has been developed to set the main priorities for the portfolio. The framework is based around strategic plans, outcomes, transformational interventions and transformational service redesign. There are 10 priorities covering the five Every Child Matters Outcomes, which are reviewed on an annual basis by the Children's Services Directorate Leadership Team.

The priorities within the framework will be further developed to form the basis of the **Children and Young People's Plan 2009/10** and the **15 Year Commissioning Strategy for Children and Young People 2010-2025**. Further details of the Children's Services Priorities Framework can be obtained from the Children's Services Performance Improvement and Policy Team.

PORTFOLIO CONTEXT

Statutory Context

The **Children's Plan** is the Department for Children, Schools and Families' (DCSF) 10 year strategy to make England the best place in the world for children and young people to grow up in. The Children's Plan is aligned with the Every Child Matters Outcomes Framework and a range of policies and strategies have been developed by DCSF to support Children's Services and Children's Trusts to achieve improved outcomes.

The Government is committed to reducing child poverty, this is likely to be supported through a **Child Poverty Bill**. Tackling the causes and consequences of poverty requires action across all of the five Every Child Matters outcomes, in order to support parents and their children across all local services. Eradicating child poverty requires a multi-faceted approach by the Children's Trust partners, tackling poverty in the short term and breaking inter-generational cycles of disadvantage. The partnership arrangements necessary to take a strategic approach to tackling this wide range of issues should be embedded within the Children's Trust, and as part of the wider work of the council and partners across the city.

The **Children, Skills and Learning Bill**, announced in the Queen's Speech in December 2008, is intended to promote excellence in schools and create a more customer driven skills and apprenticeship system. The Bill will cover school standards, tackling poor behaviour, realising potential, local involvement and national infrastructure.

CHILDREN'S SERVICES

Measures in the **Children and Young Persons Act 2008** include preventing councils from placing children out of area inappropriately, strengthening the role of independent reviewing officers to monitor care arrangements and providing care leavers who go to university with a bursary. All of these measures will impact on Children's Services. When guidance is provided by the Government on each of these areas, Children's Services will respond efficiently and effectively to these.

The safeguarding of children and young people is a key priority for the council and it should be noted that in the 2008 Annual Performance Assessment (APA), externally judged performance improved from "adequate" to "good", meaning that all of the ratings for Children's Services in the APA this year were good. In 2008, there was great media interest in the death of "Baby P" in Haringey and the resulting serious case review. Since then Lord Laming has been commissioned to conduct a further review. When this review is available, Sunderland's Children's Social Care and Sunderland's Safeguarding Children's Board (SSCB) will respond to any recommendations made. The, now independently chaired, SSCB has considered the original and subsequent Serious Case Reviews held by Haringey Council.

Sunderland has noted and is responding to matters raised in correspondence from Ed Balls (Secretary of State for Children, Schools and Families), Herbert Laming and Beverley Hughes (Minister of State for Children, Young People and Families) circulated to Directors of Children's Services (DCS), Local Safeguarding Children Board Chairs and Local Authority Chief Executives.

Changes are anticipated within Government that will have an impact on all Local Authorities. The Government expresses these as changes to "Machinery of Government". Those that will have an impact on Children's Services include:

- Functions of the Learning Skills Council (LSC) will be transferred to, and undertaken by a combination of local authorities and two new bodies: The Skills Funding Agency and Young People's Learning Agency. Children's Services will shape and drive the agenda with these two new bodies
- Responsibility for securing education for all 16-19 year olds will be transferred to local authorities
- Responsibility for securing education for young people in juvenile custody will be placed with local authorities.

Children's Trusts will be strengthened. Children's Trust Boards will become statutory, duties to co-operate will be extended and it will be a statutory requirement for all Children's Trusts to have an annually reviewed Children and Young People's Plan. The arrangements for the Children's Trust in Sunderland reflect the new guidance on statutory requirements. Children's Services is a principal member of the Children's Trust and leads on many of the priorities within the Children and Young People's Plan. Children's Services works within Children's Trust governance arrangements and is represented on each of the Children's Trust Aligned Partnerships.

Local Socio Economic Change

Sunderland has relatively high deprivation levels; the 2007 Index of Multiple Deprivation (IMD) ranks Sunderland as the 35th most deprived local authority (out of 354). The IMD ranks authorities using seven categories: income; employment; health deprivation and disability; education, skills and training; barriers to housing and services; crime; and living environment.

The review of the CYPP tells us:

- The number of children and young people aged 0-19 in Sunderland is 65,800 (Office for National Statistics (ONS) mid 2007 estimates)
- The number of pupils in primary, secondary and special schools is 41,934 (2008 School Census)
- The numbers of children and young people aged 0-15 in Sunderland from a black or minority ethnic heritage is 2800 (5.4% - ONS mid 2006 estimates)
- The number of children and young people eligible for free school meals is 8,224 (2008 School Census)
- The number of children and young people with a special educational need is 9,525 (2008 School Census)
- The number of children in need is 2,251 (January 2009)
- The number of children in care, and therefore looked after by the council, is 392 (January 2009)
- The number of children and young people who are subject of a Child Protection Plan is 249 (January 2009)
- 15% of 5 year olds and 15% of 11 year olds are classed as overweight; 10% of 5 year olds and 21% of 11 year olds are classed as obese (National Child Measurement programme 2007/08). All categories are above national averages
- The gap between the percentage of pupils achieving Key Stage 2 Level 4+ in both English and Maths, who were eligible and are not eligible for free school meals, has reduced from 25% in 2007, to 23% in 2008
- The number of schools with persistent absence has increased from five in 2007/08 academic year to seven in 2008/09. 1,118 secondary age pupils were classed as persistent absentees in 2007/08 (Spring and Autumn terms), representing 6.5% of enrolments, compared to 6.4% nationally
- Pupils at KS4 recorded the city's highest results ever GCSE results, with 64% achieving five or more A*-C grades in 2008 and 43% achieving 5+ A*-C grades including English and Maths

CHILDREN'S SERVICES

- 12.8% of 16 to 18 year olds are not in education, employment and training (2008). This is higher than the national average of 6.7%
- Teenage pregnancies have significantly reduced since the baseline period 1998-2000, from 63.1 per 1,000 females to 55 in 2006, but latest data available shows an increase to 57.3 per 1,000 population in 2007.

There are many challenges facing Children's Services to ensure that all children and young people have the opportunity to achieve positive outcomes, for example:

- There is an expectation that in the current economic climate there will be greater demand for services provided through Children's Services. Specifically, it is anticipated the number of families accessing benefits will increase the number of children in need will increase, and there will be increased challenges in reducing child poverty and the linked NEET target
- Falling rolls in primary and secondary sectors impacting on surplus places.

Other key issues

Children and Young People's Plan (CYPP)

All Local Authorities are expected to have a CYPP, which is a multi-agency strategic plan that sets out priorities for children and young people. Arrangements are in place between multiple agencies across the city to ensure that all services work together to ensure that a plan is in place, that it is monitored and that outcomes for children and young people improve. These arrangements are in place through Sunderland Children's Trust. The current CYPP 2007-2009 will be extended into 2009/10. Plans are in place to develop a 15-year strategy for 2010-2025 that will sit alongside the Sunderland Strategy. The CYPP 2010-2025 will be planned and reviewed on a three-year basis. Every three years a review document will be published setting out the findings of the review.

Children's Services has been successful in applying to become a Pathfinder/Beacon Authority for a number of programmes, including:

- Aiming High - Sunderland is one of 21 Pathfinder authorities looking at providing the right type of short breaks to meet the needs of disabled children, young people and their families
- Family Pathfinder - Sunderland was one of only 15 local authorities to receive Pathfinder status, and additionally one of only 6 to receive additional funds to work with and support young carers. The primary aims of the Pathfinder are: to reduce thresholds at universal and some target levels, so that family needs are met at an early stage, and do not escalate to targeted and specialist services; and to work with all family members, with particular emphasis in including fathers, even when they are not living with the family, but have a role in the family
- Beacon Status: Reducing Re-offending - The Beacon Award is the pinnacle of award schemes for local authorities and their partners. It is different to other award schemes in that it not only rewards innovation or success in a particular area, it is about encouraging local authorities to develop best practice and share that best practice with others. Sunderland has demonstrated improved outcomes on youth offending and against the national trend the rate of custody for young offenders has decreased from 12% in 1999 to a current figure of 2.8%, with no negative impact on levels of offending. This has been achieved through tackling issues such as access to accommodation and in partnership with mental health services
- Targeted Mental Health in Schools - Sunderland is one of 25 local authorities to receive Pathfinder status and additionally one of only 9 to receive additional capital funding. The aim of the Pathfinder is to provide a core offer of universal and targeted school based services to improve mental health and emotional well-being.

Children's Services has developed its Priorities Framework for 2008-2010, which is attached at the end of this chapter. The framework sets out priorities, or areas for improvement, for Children's Services, all of which are directly linked to outcomes for children and young people. The framework identifies projects and programmes of work that are additional to the core business of the service, as well as an overarching programme of change that aims to improve systems and structures across the whole of Children's Services. The key priority outcomes are to:

- Improve Health and Well-being
- Transform Learning
- Have 21st Century Schools and Settings
- Safeguard Children and Young People
- Improving Parenting
- Help Young People to Make a Positive Contribution and Achieve Economic Well-being
- Improve Preventative Services
- Improve Outcomes for Vulnerable Groups

Priorities within the overarching programme of change to transform Children's Services are to:

- Establish strong commissioning arrangements and needs assessments
- Secure strong Children's Trust arrangements through effective partnerships

CHILDREN'S SERVICES

- Embed the participation of children and young people into practice
- Improve arrangements for the monitoring and management of performance
- Manage the business efficiently and take forward change
- Develop IT information management solutions
- Reform the workforce to deliver improving outcomes

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Change for Children We will transform services for children through Children's Trust arrangements</p> <ul style="list-style-type: none"> ▪ Secure strong Children's Trust arrangements by external challenge and effective performance management arrangements ▪ Have in place a Youth Offer and action plan for Integrated Youth Support Services ▪ Common Assessment Framework in place across services for children ▪ Implement a multi-agency Parenting Strategy 	<p>Governance arrangements in place</p> <p>Contributed towards "Are we there yet?", published in October 2008, an exercise conducted by the Audit Commission to determine progress made by Children's Trusts</p> <p>Children's Trust arrangements to be reviewed during January 2009</p> <p>Integrated Youth Strategy now being implemented</p> <p>Successful XL events held during the summer</p> <p>Consultations currently taking place around locality based working</p> <p>CAF arrangements are in place. An action plan is in place and is monitored and regularly reviewed. Up to date information is held on http://www.sunderlandchildrenstrust.org.uk/caf.asp</p> <p>CAF Training has been rolled out across the city. Over 200 assessments and team around the child meetings held since January 2008</p> <p>Final version of the Parenting Strategy signed off by Children's Trust Strategic Partnership in June 2008 and implemented thereafter</p> <p>Parenting Board carrying out a resource mapping process.</p> <p>Successfully bid for Family Pathfinder, £1.18m over three years</p> <p>Parenting Strategy Officer was appointed in November 2008</p>	<p>Positive report from Audit Commission on governance and resource management</p> <p>Positive Annual Performance Assessment</p> <p>More locally focused services for children and young people</p> <p>Improved health and attainment levels for children and young people</p> <p>Improved outcomes for vulnerable young people</p>	<p>CIO1 CIO2 CIO3 CIO4</p>	<p>SP4 SP5 SP6 SP8</p>

CHILDREN'S SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
Improved systems in place to measure outcomes for vulnerable children and young people	<p>This is a continuing action:</p> <p>Newly appointed Virtual Headteacher in post since September 2008</p> <p>National Strategies team identified improved systems in respect of SEN young people as a priority. Actions in place to secure those for 2009/10. This is a priority for Children's Services during 2009/10</p>	Improved systems in place		
<p>Commissioning We will establish strong commissioning arrangements which reflect the participation of children and young people</p> <ul style="list-style-type: none"> ▪ Establish joint commissioning arrangements with Children's Trust partners for delivery of services for children ▪ Implement the Positive Engagement Strategy for children and young people agreed in March 2008 	<p>Commissioning Handbook and set of tools developed and rolled out with associated training taking place</p> <p>Children and Young People's Participation Strategy in place and agreed by Children's Trust in October 2008</p> <p>Participation identified as a priority in the Prevention Strategy</p> <p>Review of Planning and Commissioning team underway to support commissioning practice across Children's Services</p> <p>The strategy is in place. It will be reviewed in Quarter 4 2009/10</p>	<p>Services for children and young people commissioned on a needs and value for money basis</p> <p>Positive engagement of children and young people embedded in service design and delivery across all services and reflected in Commissioning Strategy</p>	<p>CIO1 CIO3 CIO4</p>	<p>SP4 SP5 SP6 SP8</p>
<p>Performance Management We will improve arrangements for the monitoring and management of performance, including the achievement of good impact and outcomes in Safeguarding</p>			CIO3	<p>SP3 SP4 SP5</p>

CHILDREN'S SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Link the work of the Performance Improvement and Policy Team to value for money working practices ▪ Implement recommendations from the Joint Area Review inspection report of 2007 	<p>Children's Services draft Value for Money Assessment completed</p> <p>Review of Information Team will secure improved support for target setting and monitoring</p> <p>The JAR Action Plan has been implemented and is no longer an active plan</p>	<p>Secure, at least, "good" judgements for Children's Services in the Annual Performance Assessment of services for children and young people, including Safeguarding, in 2008</p> <p>Improved target setting and increased percentage of targets achieved</p> <p>Secure efficiencies as part of performance management culture</p>		
<p>Partnerships We will strengthen engagement with key partners and secure improvement in risk and resilience amongst children and young people</p> <ul style="list-style-type: none"> ▪ Secure stronger links between the Children's Trust and the Local Strategic Partnership by sharing membership and agenda ▪ As part of a Prevention Strategy, engage schools as key partners in linking attainment to the Every Child Matters outcomes ▪ Establish and lead a Risk and Resilience Board with Children's Trust partners 	<p>This is an ongoing action:</p> <p>Review of LSP arrangements has offered an opportunity to establish more formal and stronger links with the Children's Trust arrangements. Awaiting the LSP's consideration of the review findings</p> <p>A Prevention Strategy has been agreed, which will result in a set of services commissioned to meet earlier the identified needs of children and families</p> <p>A review of locality based working models is being undertaken in order to improve access through the provision of locally based, integrated teams</p> <p>Risk and Resilience Board established</p> <p>Draft Strategy available</p>	<p>Improved understanding of shared agenda at strategic level and inclusion of shared priorities in future plans and strategies</p> <p>Staff in schools form part of locally focused service provision</p> <p>Improve sexual health and reduce teenage pregnancy</p> <p>Reduce substance misuse amongst children and young people</p>	<p>CIO1 CIO3 CIO4</p>	<p>SP4 SP5 SP6 SP8</p>

CHILDREN'S SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Schools We will implement the Building Schools for the Future (BSF) and academies programmes</p> <ul style="list-style-type: none"> ▪ Project manage BSF Wave 1 Programme with focus on standards and transformation ▪ Plan Strategic Business Case for Wave 2 BSF, in the context of School Place Planning for the Future review 	<p>Five of the six schemes are now in contract on site and progressing well. Contract signature for St Robert's of Newminster anticipated February 2009</p> <p>Transformational Lead post for BSF now permanent</p> <p>Next Wave Schools consulted on school place planning (PANs) and Wave 7-15 scoping</p> <p>Expression of Interest for Next Wave submitted 28 November 2008</p>	<p>Three Academies built by September 2009</p> <p>New secondary school in Washington by September 2009</p> <p>Three schools rebuilt and refurbished by January 2010</p> <p>Transformation of learning resulting in improved outcomes at Key Stages 3 and 4</p> <p>Improvements to remaining secondary schools in the city</p>	<p>CIO1 CIO3 CIO4</p>	<p>SP4 SP5 SP6 SP8</p>
<p>Equality and Diversity We will promote equality and diversity</p> <ul style="list-style-type: none"> ▪ Produce a "Tackling racism among children and young people" plan with partners ▪ Support the council to achieve Level 4 of the Equality Standard ▪ Implement the Children's Services Directorate Equality Action Plan (DEAP) 	<p>In partnership with Sunderland FC, launched "Racism - not in our City" campaign</p> <p>Supported Thornhill School in producing teaching materials addressing Race, Culture and Community Cohesion for use throughout the city</p> <p>Council's Draft Community Cohesion Strategy includes key actions around children and young people</p> <p>The DEAP is in place and is reviewed on an annual basis</p>	<p>Improved outcomes for vulnerable young people</p> <p>Achieve Level 4 of the Equality Standard</p>	<p>CIO1 CIO2 CIO3</p>	<p>SP4 SP5 SP6 SP8</p>

CHILDREN'S SERVICES

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

The actions for improvement below are directly linked to Children's Services Priorities Framework (CSPF) for 2008-2010. As such, each priority will continue throughout 2010. Children's Services will revise the framework, aligned with developments for the 15-year CYPP during 2009.

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
SAFE-GUARDING						
Health and Well-being						
Improve health outcomes for children and young people	Increase capacity within Children's Services to support health improvement through developing infrastructure	Implementation and review of service development plan	Implementation and review of service development plan	Improved health and well-being outcomes for all children and young people	Q1 Revised structure agreed Q2 Appointments to key posts Q3 Review of existing provision Q4 Development Plan	HIL
CSPF Outcome 1	Promote health and well-being through the expansion of Health Schools Programme to include Early Years and College settings	Implementation and review of Healthy Early Years, Healthy Schools and Healthy Colleges programmes	Implementation and review of Healthy Early Years, Healthy Schools and Healthy Colleges programmes	Increased number of settings promoting health and well-being of children and young people	Q1 Recruitment Q2 Programme Plan Q3 Development of extended programmes Q4 Implementation of programmes	HIL
	Work with partners to effectively commission and deliver integrated services to: <ul style="list-style-type: none"> ▪ Promote breastfeeding ▪ Reduce smoking in pregnancy ▪ Support young parents 	With partners, work to ensure effective, integrated service provision	With partners, review care pathways/ service models in programme and identify areas for development	Improved maternal health, increased breastfeeding rates, reduction of smoking in pregnancy, reduced health inequalities, more integrated service delivery	Q1 - Q4 Review and re-provision of services for young parents Q1 - Q4 Implementation and review of agreed programmes - breastfeeding and Family Nurse Partnerships	HIL

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Work with partners to review existing service provision and develop a strategy to promote healthy lifestyle choices and reduce childhood obesity	Work with partners to deliver integrated services to promote healthy lifestyle choices, and reduce childhood obesity	With partners, review care pathways/ service models and identify areas for development	Improved maternal health Increased breastfeeding rates Improved health outcomes	Q1 Development of Childhood Obesity Strategy and Action Plan Q2 - Q4 Service review, redesign and re-provision	HIL
	Work with partners to re-provide services to promote positive decision making and reduce risk taking behaviours, including reproductive health, substance misuse and smoking	Work with partners to deliver integrated services to promote positive lifestyles choices	With partners review care pathways/ services models and identify areas for further development	Improved access to effective service provision Reduced teenage conception rates Reduced substance misuses	Q1 Outline service delivery model for risk and resilience Recruitment to posts Q2 - Q4 Pathway review and redesign	HIL
	Work with partners to plan, commission and deliver effective outcome focused Child and Adolescent Mental Health (CAMH) Services including: <ul style="list-style-type: none"> ▪ Anti-bullying services ▪ Targeted Mental Health Solutions (TaMHS) pathfinder ▪ Re-provision of Tier 3 services ▪ Establishment of community based intensive support (Tier 4 services) 	Review and plan the mainstreaming of TaMHS pathfinder programme Work with partners to develop pathways and ensure integrated delivery of services to support children with complex and severe mental health needs Work with partners to establish effective intensive support services for children and young people with acute and highly complex and severe mental health needs	Mainstream TaMHS programme across the council Support the delivery of Tier 3 CAMH Services With partners develop pathways and ensure integrated delivery of community based services for children and young people with highly complex needs	Improve access to CAMH Services Improve mental health and emotional well-being outcomes for children and young people	Q1 - Q4 Monitor TaMHS pathfinder programme - ensure appropriately linked to broader strategic priorities Plan, commission and establish anti-bullying provision Support re-provision and development of service delivery model for specialist CAMHS Develop integrated service delivery model for community based tier 4 service provision	HIL

CHILDREN'S SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Work with partners to improve outcomes for children with a Learning Difficulty or Disability</p> <ul style="list-style-type: none"> ▪ Establish continuing care arrangements ▪ Review of therapies ▪ Review of equipment provision 	<p>Implement continuing care arrangements</p> <p>Work with partners to plan and develop integrated therapies service provision</p> <p>Work with partners to plan and commission appropriate equipment</p>	<p>Review continuing care planning to support future service planning</p> <p>Service implementation</p> <p>Service implementation and review</p>	<p>Improved outcomes for children and young people</p> <p>Improved access to appropriate services and equipment</p>	<p>Q4 Continuing care process in place for children</p> <p>Therapies review complete and recommendation made</p> <p>Framework for provision of equipment development</p>	HIL
STANDARDS						
<p>Transform Learning in 21st Century Schools and Settings</p> <p>CSPF Outcomes 2 and 3</p>	<p>Implement remainder of Building Schools for the Future (BSF) Phase 1, plan and implement BSF further phases and Primary Strategy for Change including rebuild of first priority school</p>	<p>Opening of final BSF Phase 1 major refurbishment and rebuild</p> <p>Phased implementation of Primary Strategy for Change including rebuilding of one school</p>	<p>Planned implementation of BSF further phases</p> <p>Phased implementation of Primary Strategy for Change including rebuilding and refurbishment of priority schools</p>	<p>All secondary schools to 21st Century standards</p> <p>Fit for purpose schools in the primary sector</p>	<p>Q2 Handover and opening of four BSF new builds</p> <p>Q4 Handover and opening of one BSF major refurbishment and rebuild</p> <p>Q1 Conclude current school place planning process</p> <p>Feasibility study for new build primary school</p> <p>Q4 Work on site of new build primary school</p> <p>Q2 - Q4 Implementation of Cabinet decision and phased removal of surplus</p>	HoS

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Plan and implement 14-19 reform agenda	Assume responsibility for 16-19 commissioned learning from Learning and Skills Council (LSC), plan commissioning for 2011/12 Introduce common performance assessment framework for post 16 providers Pilot seven diploma lines	Monitor and review provision for commissioned learning Full implementation of workforce strategy and action plan Pilot additional three diploma lines	High quality specialist and vocational facilities that meet industry standards in place across the city Full entitlement available to all young people	Q1 - Q2 Manage the transfer of Machinery of Government changes from LSC to local authority Q2 14-19 Education Plan in place Curriculum plan in place for 2013 entitlement Q4 Work with local authorities in regional and sub-regional grouping and agree commissioning for local providers	HoS
	Improve standards of attainment for children and young people with a focus on Early Years Foundation Stage, KS2, Gold Standard GCSE (5 A*-C, including English and Maths)	Analyse 2009/10 attainment and set priorities for intervention Review attainment and agree roll out of good practice city-wide Implement an Early Years Stakeholder Strategy and review outcomes	Analyse 2010/11 attainment and set priorities for intervention Personalised learning and programmes are in place across the city	All children and young people achieve their full academic potential	Q1 - Q4 Emphasis on communication, language and literacy development across the Foundation Stage Q1 - Q4 Implementation of National Strategy Plans including 1:1 personal tuition to improve standards in English and Maths. Q1 - Q4 Additional targeted support provided by National Challenge Advisors to focus on improving leadership and management and subject delivery	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>SAFE-GUARDING</p> <p>Safeguard Children and Young People</p> <p>CSPF Outcome 4</p> <p>Ensure we respond positively and reap benefit from Safeguarding initiatives</p>	<p>Together with Sunderland Safeguarding Children Board partners</p> <ul style="list-style-type: none"> ▪ Implement the directives (Dec 2008) in relation to Serious Case Reviews ▪ Disseminate and implement the recommendations from the Laming Review ▪ Ensure that duty and out of hours systems and processes are robust and adequately resourced <p>Attract qualified social workers to Sunderland by recruiting through a range of media advertising, which highlights the benefits of the council as an employer</p> <p>Staff recruitment and retention group to review current recruitment and retention strategy in light of new advertising campaign in early 2009</p>	<ul style="list-style-type: none"> ▪ Review the impact of early intervention/prevention on strategy <p>Development of "grow your own" qualified social worker policy and practice to increase numbers of Qualified Social Workers (QSWs) with existing experience of Sunderland</p> <p>Continue to review QSW offer in light of recruitment success</p> <p>Review links with local Universities to ensure Sunderland is attracting the best newly qualified staff</p>	<p>Review overall recruitment and retention strategy for QSW</p>	<p>Children and young people are protected from maltreatment and neglect</p> <p>Children and young people are safe from maltreatment, neglect, violence and sexual exploitation; accidental injury and death; bullying and discrimination; crime and anti-social behaviour in and out of school. Children and young people are safe, secure and are cared for</p>	<p>Q1 Conduct all necessary Serious Case Reviews in line with new guidance</p> <p>Q2 and Q3 Implement the Laming Review recommendations locally. Develop 3 year SSCB Business Plan</p> <p>Q1 to Q4 Review business process; appraise re-engineering options and implement</p> <p>Plan for Ofsted duty system inspection</p> <p>Q1 Newly recruited staff in post</p> <p>Q2 Review use of agency QSW staff</p> <p>Q1 - Q4 Review of recruitment and retention strategy</p>	<p>HoS</p>

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Investment in the Fostering Service through the Children Looked After Prevention and Placement Strategy, increased foster carer recruitment, growth of foster care worker scheme	Meet recruitment and retention targets for foster carers as set out in Children Looked After Prevention and Placement Plan and Safeguarding Service Plan Reduce the use of out-of-authority foster care placements	Have a robust and flourishing foster care service able to offer a choice of placements in-house in almost all circumstances	Increased number of foster carers, recruited and retained Improvements in placement availability, choice and stability leading to improved outcomes for looked after children	Q1 Implement planned changes to mainstream foster carer allowances Q2 Reduce need for out-of-authority placements, except in exceptional circumstances	MSLAC
	Carry out building improvements to three children's homes e.g. remodelling bathrooms, building extensions , to ensure that our homes continue to deliver the best possible standards of care to young people	Reduce capacity in each children's home to maximum of six young people per home Work towards all children's homes being graded at least good overall	Further review placement balance between in-house and out-of-authority placements for residential and foster care	Good quality, appropriate facilities for children looked after, in children's homes	Q1 Complete building works in one home Q2 Complete building works in two homes	MSLAC
	Increase bespoke packages of support for disabled children in their own homes, provide more opportunities for a range of short break options through Aiming High Pilot (three year programme)	Second year of commissioning increased short break services through Aiming High for Disabled Children for 2 years duration of programme Review of service against outcomes	Embed evidence of good practice	Disabled children and young people have access to a greater range and choice of short break options Parents/ carers needs are met when they have a break from caring	Q2 - Q4 New commissioned short services in place	MSDC
	Establish joint transition service for disabled young people with Adult Services	Monitor and review effectiveness of joint transition services	Review and identify future areas for development with transition service	Young people with disabilities get the support they need from all agencies involved	Q1 Joint transition service to commence Q2 - Q4 Ongoing discussions and review	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Make key appointments to Sunderland Safeguarding Children Board (SSCB), keep membership and governance arrangements under review and refine as necessary, supported by the IdeA	Governance arrangements and membership reviewed on an annual basis, and part of core business	Review effectiveness of Independent Chairing arrangements in terms of improving safeguarding arrangements in Sunderland	Strong multi agency SSCB arrangements in place, impacting across the city and contributing to improved outcomes for all children and young people Relevant organisations work co-operatively to safeguard children Effective actions taken by agencies	Q1 - Q2 Key appointments made. Robust Quality Assurance arrangements in place	MSaQA
<u>SAFE-GUARDING</u> Improve Parenting To improve outcomes for children and young people in Sunderland by providing parenting support to all parents and carers according to their needs CSPF Outcome 5	Deliver Family Pathfinder via voluntary and community sector providers, Barnardos and Carers' Centre, through the Family and Parenting Board	Evaluate and assess work carried out by Barnardos and Carers' Centre	Embed evidence of good practice in the light of reviewing the success of the Sunderland Parenting Offer to all families in the city	Improved outcomes for children and young people, as a result of positive parenting Improved co-ordination between adult and children's services to support families at risk	Q1 Delivery of programmes by Carers' Centre and Barnardos Q1 - Q4 Review, monitor and evaluate effectiveness and impact, and offer support	HoS
<u>POSITIVE CONTRIBUTION AND ECONOMIC WELL-BEING</u> Help Young People to Make a Positive Contribution CSPF Outcome 6	Development of XL Community Village. Planned expansion of XL project which has reduced local anti-social behaviour (ASB) by one third on weekend nights where project is running	Further evaluate success in terms of reducing anti-social behaviour in local communities Increase positive community perceptions about youth services,	Review XL project's approach in light of expanding commitment to weekend working	All young people in Sunderland, regardless of their personal circumstances enjoy life to the full, are safe, healthy and confident, make a positive contribution to their community,	Q1 - Q4 Deliver city-wide programme of weekend activities	HoS

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Tackle NEET (those not in education, employment or training) through different and rigorous interventions via the 14-19 Strategy, ensuring a fit with the Economic Masterplan for the City and the NEET Strategy Plan</p> <p>Also develop apprenticeship scheme within the council and partners</p>	<p>especially in terms of weekend access and reduction of ASB in communities</p> <p>Increase rates of young people moving from XL to other accredited youth programmes</p> <p>Work towards the NEET target of 8.4%</p>	<p>Reach Sunderland's Local Area Agreement (LAA) target of NEET of 8.4%</p>	<p>achieve their full potential - and then make a successful transition into adulthood</p> <p>An increase in the number of young people in education, employment or training</p> <p>LAA targets met</p>	<p>Implementation of XL projects in the North Area</p> <p>Q1 Develop NEET strategy implementation plan</p> <p>Q2 Implement council-wide Apprenticeship Scheme linked to Working Neighbourhood Fund</p> <p>Q3 Agree policy position of Job Centre+ over information sharing around 18 year old NEETs</p>	HoS
Extended Services in and around schools	Create access to enhanced level of Extended Services In and Around Schools core offer services for children, young people and families	Work with schools and other partners to implement the enhanced core offer	Continue to work with schools and other partners and evaluate the impact of the core relating to outcomes	<p>Joint Strategy for Extended Schools, Early Years and Children's Centres in place</p> <p>All schools serving wards within the lower 20% of the Indices of Multiple Deprivation (IMD) provide access to enhanced core offer</p>	<p>Q1 - Q2 Enhanced core offer developed</p> <p>Plan in place to prioritise support to schools in the highest IMD Super Output Areas</p>	ESAG

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
PERFORMANCE IMPROVEMENT AND POLICY Improve Preventative Services Working together to provide early intervention and accessible support - through the Prevention Strategy CSPF Outcome 7	Establish a prevention framework of vision, principles and service standards across Children's Services Work with partners to embed framework Commissioning preventative services to improve key priority outcomes set against the Prevention Strategy	Establish systems and set targets to monitor and review implementation of prevention standards across Children's Services Review and evaluate preventative services against improving outcomes to inform commissioning beyond 2011	Review Children's Trust arrangements	Improved inter-agency governance Improved joint commissioning that meets local priorities Improved integrated processes and sharing of information	Q1 - Q2 Prevention framework effectively communicated to all Children's Services and Children's Trust partners Q1 - Q2 Preventative services in place. Establish contract monitoring arrangements Q3 Agree alignment of prevention framework with Children's Trust Partners Q3 - Q4 Initial review of framework implementation and target setting Q3 - Q4 Initial review of preventative services to inform commissioning of services in 2010/11	HoS
	Develop locally accessible integrated services that help build the resilience of individuals and communities and achieve teams around the family and child, based on effective partnership working and information sharing between universal, targeted and specialist services	Implement locality working for phase two services Review management and governance arrangements Review achievement of outcomes to inform commissioning of services	Review service delivery against identified improvement in outcomes for children, young people and families	Review service delivery against identified improvement in outcomes for children, young people and families	Improved multi agency working in support of children, young people and families Swifter and easier access to services Improved outcomes for children, young people and families	Q1 Define scope of services to be delivered locally and produce timetable for implementation Q3 Implement local service delivery with appropriate monitoring processes

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>SAFE-GUARDING</u></p> <p>Improve Outcomes for Vulnerable Groups To provide support to children and young people who may be more vulnerable to poor outcomes than others, whether as a result of disability or learning difficulty, poverty, where they live, caring responsibilities, race, ethnicity or being looked after</p> <p>CSPF Outcome 8</p>	<p>Develop an Learning Difficulty or Disability (LDD) Strategy which provides a co-ordinated, partnership, lifespan approach to improving outcomes for children and young people with a learning difficulty or disability</p> <p>Develop a core offer to children and young people with LDD which will identify a basic offer of service provision</p>	<p>Monitor LDD Strategy and develop an associated action plan and core offer of services</p>	<p>Evaluate and review effectiveness of LDD Strategy and action plan</p>	<p>Children and young people who may be more vulnerable to poor outcomes than others are supported, their needs met and outcomes improved</p>	<p>Q1 LDD Strategy in place</p>	<p>HoS</p>
<p><u>PERFORMANCE IMPROVEMENT AND POLICY</u></p> <p>Transformational Service Redesign CSPR Outcome 10</p>	<p>Develop and implement a 15-Year Commissioning Strategy for Children and Young People 2010-2025 (Children and Young People's Plan - CYPP)</p> <p>Agree a Children's Trust and LSP commitment to child poverty strategy</p>	<p>Conduct and publish an annual review of the CYPP</p>	<p>Conduct and publish an annual review of the CYPP</p> <p>Set out planning arrangements for the three year review of the CYPP, to take place in 2012/13</p>	<p>Strong arrangements in place across Children's Services and the Children's Trust</p> <p>Improved performance against National Indicator Set and other performance indicators</p> <p>Improved consultation and engagement with parents in the strategic planning process</p>	<p>Q1 - Q2 Prepare and produce assessment of need</p> <p>Q2 - Q3 Identify, consult on and agree priorities for the 15 year strategy</p> <p>Q3 - Q4 Consult with relevant stakeholders</p> <p>Q4 Publish 15 year strategy</p>	<p>DDCS</p>

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Establish strong commissioning arrangements and needs assessment, as per work areas identified by the Commissioning Board, including development of Children's Services Commissioning Unit	Review progress made against individual commissioning work areas and develop further areas of work Improve level of pooled resources and joint commissioning through Children's Trust	Review progress made against individual commissioning work areas and scope further development areas	Service provision based on assessed need, leading to a commitment to improving outcomes for children and young people	Q1 Review role of Commissioning Board and Aligned Partnerships Set out arrangements for Commissioning Unit Q1 - Q4 Continue to deliver workforce development programme Continue to develop website	DDCS
Secure strong Children's Trust arrangements	Secure strong Children's Trust arrangements through effective partnerships in response to national and local requirements through the development of an implementation plan	Implement priorities in line with action plan Implement new Statutory Guidance around Children's Trusts	Review Children's Trusts arrangements	Improved inter agency governance Improved joint commissioning that meets local priorities Improved integrated processes and sharing of information	Q1 Agreed implementation plan in place Q2 - Q4 Implement actions in line with action plan	DDCS
Monitoring and management of performance	Improve arrangements for the monitoring and management of performance by: <ul style="list-style-type: none"> ▪ Development of a balance scorecard ▪ Implementation of corporate performance management system Review the structure and remit of the information team	To embed the corporate performance management system and expand system users	Review the corporate performance management system and expand system users	Improved performance monitoring framework, including development of locality based and service level reporting Increased service capacity	Q1 - Q2 System implementation, data population and quality assurance Q1 - Q2 Develop information link officer role Q2 - Q3 System promotion and roll out Q1 Agree structure and remit	MPIP

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Develop IT information management solutions	Implement IT based systems developments	Review IT Strategy and direction	Improve management information systems to more reliable and up to date information	Implementation of single view projects phases	HoS
RESOURCES	Reform the workforce to deliver improving outcomes	Implement integrated workforce strategy	Review of integrated workforce strategy	Improved efficiency of workforce for children, young people and families	Q1 - Q2 Integrate workforce development team Q4 Development of new workforce reform strategy	HoS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

In January 2007, Children's Services underwent a Joint Area Review (JAR), an inspection of all services for children and young people across this city, including those delivered by the council, the health service, the police and the voluntary and community sector. Sunderland was awarded a Grade 3 (out of 4) and services were judged as being 'Good' overall, with some aspects being outstanding.

The outcome of the Annual Performance Assessment (APA) of Children's Services in November 2008 has now been received. Inspectors judged that Children's Services maintained its 'Good' overall rating, which demonstrated a consolidation of improvement across the Directorate and a significant improvement in the safeguarding of children compared to the Joint Area Review (JAR) carried out last year. The 'Staying Safe' judgement area increased from 'adequate' to 'good'.

The Children's Trust's current Children and Young People's Plan (CYPP) 2007-2009 will be extended into 2009/10. Plans are in place to develop a 15 year strategy for 2010-2025 that will sit alongside the Sunderland Strategy. The CYPP 2010-2025 will be planned in three year blocks.

Overall spending on education per head of population is comparatively low, ranking 16 of 36 when compared to Metropolitan Districts and 8 of 16 compared to Nearest Neighbours, which places Sunderland in the lower median quartile (the same position as in 2006/07). Comparative data for total education spend per pupil ranks Sunderland 9 out of 16, which places Sunderland in the upper median compared to Nearest Neighbours (lower median in 2006/07) and lower median in comparison to other Metropolitan Authorities.

Additional investment, from the Dedicated Schools Grant, was used to fund additional school redundancy costs in 2008/09 arising as a result of falling rolls, to provide for children from day 6 of a permanent exclusion, and to establish full time provision within the Pupil Referral Unit for Key Stage 1 children with behaviour difficulties. In 2009/10 the Schools Forum has agreed to support increased capacity within the Education Safeguarding Team to ensure increasing requirements of schools with regard to safeguarding can be effectively met.

Further improvements to the asset management base will be dealt with in the School Place Planning review, which will aim to remove surplus places in nursery, primary, secondary and special schools across the City. An extensive phased consultation programme ended in November 2008. Options analysis will be completed and a report will be taken to Cabinet in February 2009.

The service can demonstrate key improvements and efficiencies in recent years:

- GCSE results - 5 or more A*-C GCSEs has improved from 59.4% in 2006/07 academic year to 63.9% in 2007/08 academic year
- The number of students in Sunderland achieving the Government's gold standard measure of five or more grade A*-C GCSE's including English and Maths is also improving faster than the national average, with achievement levels in Sunderland rising from 38.5% in 2007 to 43% this year
- A positive Audit Commission Schools Survey in 2008
- 71 schools have now achieved the Financial Management Standard in Schools (FMSiS) Standard (this includes all secondary schools)

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- The number of schools with surplus budgets has significantly reduced
- The Audit Commission Survey of Schools 2008 shows much improved performance in respect of the Educational Psychology Service
- Increase in the proportion of Schools achieving Healthy Schools status
- The development of a Children's Trust Commissioning Strategy and Commissioning Team
- An Ofsted inspection of private fostering arrangements in June 2008 graded them as 'Good'
- An Ofsted inspection of adoption arrangements in August 2008 graded them as 'Good' with outstanding features
- Improved performance in the number of children entering the looked after system following the implementation of the Children Looked After Prevention and Placement Strategy Between March 2005 and September 2008, the number of children in the looked after system reduced from 448 to 401
- During 2009 the Youth Offending Service were awarded Beacon Status for preventing re-offending
- No increase has been made to the charging policy at Derwent Hill, thus maintaining prices at 2008/09 levels
- Sunderland Youth Offending Service is currently ranked in the top 5 in England and Wales and in November 2008 the Youth Justice Board (YJB) for England and Wales scored Sunderland in the highest category with an overall performance score of 4 - performing exceptionally
- There has been a 70% increase in youth session delivered at weekends at no extra cost
- There has been an increase in number of young people aged 13-19 years old engaged in low cost or free youth work and reductions in youth crime and disorder.

Funding has been secured through the budget planning process for investment in the following areas in 2009/10:

- Youth Offending Service - Phoenix Fire Safety and Restorative Justice Projects. The mainstream funding replaces grant funding allowing the flagship projects to continue
- Youth Service - Youth Initiative, Mobile Youth Villages . This investment will enable 180 XL events to run on Friday and Saturday evenings throughout 2009/10
- Foster Care Strategy. The Foster Carer Recruitment and Retention Strategy 2009-2012 will ensure that Sunderland has the right number of foster carers with the right skills to meet the needs of looked after children, and minimise future exposure to external placements.

A review of Area Based Grants has been undertaken during 2008/09, resulting in resources being released for re-investment.

The 2009/10 budget has been set taking account of £2,167,000 efficiency savings details of which can be found within the relevant service planning sections within this portfolio.

CHILDREN'S SERVICES

FINANCIAL

As the service does not reflect the structure of the Section 52 return, utilisation of the DSG is demonstrated through the Section 52 return, due to the DCSF by 31st March 2009. A summary split of Education and Social Care is included as a memo item at the end of this section.

REVENUE ESTIMATES 2009/10 SUMMARY					
Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				ISB	
219	181,862,781	168,720,266	167,885,402	Individual Schools Budget	167,201,798
				RESOURCES	
226	9,033,895	9,609,984	6,909,955	Resources	6,949,363
227	0	0	0	Sandhill Centre	0
227	(164,756,048)	(167,876,050)	(165,478,444)	DSG and LSC	(166,551,622)
235	503,980	526,353	409,311	Performance Improvement and Policy	445,328
	(155,218,173)	(157,739,713)	(158,159,178)	TOTAL RESOURCES	(159,156,931)
				STANDARDS	
245	7,288,380	8,022,070	7,936,468	Partnership and Planning	8,128,299
246	2,069,681	2,160,931	2,141,590	School Improvement Service	2,015,304
246	576,278	527,067	499,373	Building Schools for the Future	384,776
247	168,462	131,093	120,092	Governors Section	109,594
248	4,310,329	4,294,414	3,978,510	Extended Services and Attendance Group	3,648,862
248	687,834	630,465	5,191,958	Standards Fund	5,299,354
	15,100,964	15,766,040	19,867,991	TOTAL STANDARDS	19,586,189
				POSITIVE CONTRIBUTION AND ECONOMIC WELL-BEING	
267	14,119	59,404	39,936	Adult Education	55,681
267	12,625	0	(4,940)	Parenting	0
268	1,865,800	1,885,857	2,061,095	Youth Offending Service	2,319,357
269	2,509,904	2,656,266	3,120,676	Youth Service	3,193,117
269	300,552	270,087	260,206	Derwent Hill	219,369
270	2,142,890	2,156,386	2,090,137	Services for Young People	2,009,211
270	0	0	3,248,778	Connexions	3,090,648
	6,845,890	7,028,000	10,815,888	TOTAL POSITIVE CONTRIBUTION AND ECONOMIC WELL-BEING	10,887,383
280	38,876	36,544	454,878	HEALTH	440,925
				SAFEGUARDING	
292	8,502,101	8,665,537	8,485,118	Case Management	8,704,979
293	1,442,078	1,426,842	2,890,019	Central Budgets and External Placements	2,659,198
294	965,540	1,089,752	1,116,959	Safeguarding Children Unit	1,248,375
295	11,200,003	11,248,268	11,518,995	Services for Looked after Children	10,920,526
296	2,192,165	2,424,174	2,592,902	Services for Disabled Children	2,223,337
	24,301,887	24,854,573	26,603,993	TOTAL SAFEGUARDING	25,756,415
	72,932,225	58,665,710	67,468,974	TOTAL CHILDREN'S SERVICES BUDGET	64,715,779
	5,591.3	5,492.0	5,385.1	Total No. of Staff	5412.4
				TRADING OPERATIONS	
298				Derwent Hill and School Support Services	

CHILDREN'S SERVICES

PLANS AND STRATEGIES

Children's Services has a number of key plans and strategies, which are identified within the Priorities Framework 2008-10.

Children's Trust

The Children's Trust has a Children and Young People's Plan, which is a statutory requirement. A number of partnerships have been formally aligned to Children's Trust arrangements to assist the Trust in meeting its aim, purpose and objectives. These partnerships are accountable to the Children's Trust Strategic Partnership and will report progress and achievements as requested by the Children's Trust. Each partnership has its own strategy in place. Most of the partnerships are led by Children's Services. They include:

- 14-19 Partnership
- Child and Adolescent Mental Health Partnership
- Disabled Children and those with complex needs
- Early Years and Childcare
- Building Schools for the Future
- Multi Agency Looked After Partnership
- Parenting Board
- Risk and Resilience Board
- Youth Board
- Youth Offending Service
- Learning Partnership
- The Sunderland Safeguarding Children Board is also part of the wider context of the Children's Trust arrangements, and contributes to the achievement of good outcomes for all children, with a specific focus on the effectiveness of single and multi-agency arrangements to safeguard and promote welfare.

CHILDREN'S SERVICES
INDIVIDUAL SCHOOLS BUDGET

SERVICE ROLES AND RESPONSIBILITIES

The Individual Schools Budget (ISB) is delegated by formula to Schools Governing Bodies of the school to spend for the purposes set out in the School Improvement Plan. The priorities in the School Improvement Plan broadly reflect the corporate priorities in terms of achievement and attainment.

PERFORMANCE INDICATORS

The Scheme of Delegation of Funding for Schools includes criteria, which schools with surplus balances in excess of 5% in the secondary sector and 8% in all other sectors must meet in order to have an application for licensed surplus approved. The performance against this criteria for 2007/08 outturn are as follows:

	Number of schools with > 5% surplus	Percentage of schools with > 5% surplus	Number of schools with > 8% surplus	Percentage of schools with > 8% surplus
Nursery	-	-	1	11.11
Primary	-	-	-	-
Secondary	-	-	-	-
Special	-	-	1	14.29

The Individual Schools Budget is managed through the Resources Service of Children's Services, details of which can be found on page 220.

FINANCIAL

The construction of this budget is shown below. The ISB, including a separate contingency is shown as one line pending confirmation of 2009/10 pupil numbers due from January 2009 pupil count.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
INDIVIDUAL SCHOOL BUDGETS - NURSERY, PRIMARY , SECONDARY AND SPECIAL					
1	181,862,781	168,720,266	167,885,402	Individual Schools Budget	167,201,798
	<u>181,862,781</u>	<u>168,720,266</u>	<u>167,885,402</u>	TOTAL BUDGET	<u>167,201,798</u>
	4,458.0	4,354.5	4,166.4	Total No. of Staff	4,166.4

Responsible Budget Holder
Head of Schools Finance Unit

FURTHER INFORMATION

For further information about the service please contact David May Tel: (0191) 561 1826
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CHILDREN'S SERVICES

RESOURCES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the Resources Service is to support schools and service managers to deliver service objectives and Every Child Matters outcomes.

This support is offered through

- Finance
- Human resources and workforce development
- Business development
- School place planning
- Connexions Hub Service.

The service provides:

- Strategic financial and budget management support
- Human Resource services including organisational and workforce development and training
- Information governance including data protection, Freedom of Information and Caldicott Guardian (principles protecting client information)
- Information systems development and commissioning
- Complaints co-ordination
- Leadership and co-ordination of Health and Safety
- Support and Leadership to the Schools Forum
- Traded Services to schools in respect of finance, personnel advice and school ICT support
- Support for students
- Assurance that admissions to schools are processed fairly and effectively and in accordance with the Department for Children, Schools and Families (DCSF) Code of Practice
- Management of admission arrangements to schools, including the handling of admission appeals
- Assistance to schools and others (including Choice Adviser) to help parents through the admissions process
- Safe, healthy school buildings, which facilitate improvement and attainment (the Capital Programme)
- Management for the Capital Programme and procurement of resources for capital schemes and to manage the delivery of capital buildings projects and major maintenance programmes
- A key statutory duty by ensuring a balance of provision of school places in Sunderland
- A lead role on the Local Authorities School Organisation and Asset Management Planning (AMP) processes
- Provide a reliable, timely central service to the five Tyne and Wear local authorities to support them to deliver their service objectives and Every Child Matters outcome
- Provide an adult guidance service across the North East Region under contract from the Learning and Skills Council.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
	Percentage of eligible applications entered onto the a national web-based computer system within 3 days (Higher Education)	n/a	93%		The council is no longer responsible for this information. This now lies with the Student Loans Company	97%	
	Percentage of financial application processed within 6 weeks (Higher Education).	n/a	97%	98%	Yes	100%	This will not be relevant as we will not be responsible for this
KPI 41	Projected Out-turn against budget (Non ISB)	99%	100%	100%	Yes	100%	
KPI 42	Gershon efficiency against target	100%	100%	100%	Yes	100%	100
LOC 18	Surplus places in all primary schools as a % of the total school capacity	13.02%	10%	14.26	Delay in SPP review - proposals to be put to Cabinet for approval in Mar 2009	14.5%	11.5%

CHILDREN'S SERVICES

RESOURCES

KEY ACTIONS FOR SERVICE IMPROVEMENT

All Areas for Improvement aim to improve outcomes, as demonstrated in the Every Child Matters Outcomes Framework, specifically for children and young people to: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-being.

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Achieving cashable efficiency savings						
Service Improvement Finance Services Childcare Sustainability	Review of Childcare settings and sustainability, and introduce Single Funding Formula for Early Years	Evaluate and review Single Funding Formula	Project complete	Secure funding arrangements for all early years Raising standards and improving access and participation in learning	Q2 Develop new formula Q3 Consult with stakeholders Q4 Agree and implement by April 2010	FM
Service Improvement Connexions Hub Services Review resources, improve efficiency and reduce expenditure CSPF Outcomes 6, 10	Review Structure / Establishment Review quarterly budget and HR Reports and monitoring process	Review Hub Services Agreement	Implement new revised agreement for period 2011-2014	Increased value for money Efficiency Savings	Q2 Structure reviewed and implementation by September 2009	CHSM
Service Improvement Increase Contractual Income CSPF Outcomes 6, 10	Review and Reshape Adult Guidance, Activity Agreement and other contracts	Review and Reshape Adult Guidance, Activity Agreement and other contracts	Preparation of Bid(s) for new National Adult Guidance Service	Increased Market Share and financial viability	Q2 Successful re-contracting period July to September 2009	

CHILDREN'S SERVICES

RESOURCES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Implement a modern and fair recruitment and retention structure and implement modern HR and payroll processes						
Service Improvement Human Resource and Workforce Reform (Risk Profile: 12h.1) CSPF Outcome 10	Develop and implement new workforce development/reform strategy	Review workforce reform needs Post implementation review of Workforce development / reform structure's effectiveness and efficiency	Review workforce reform needs	Staff core skills secured through continued professional development Development of a Workforce Development Plan Promote the use of the SLP across the Directorate through the Workforce Development team	Q1 Integrated Team in place and operational (bringing together workforce development staff from across Children's Services) Q2 Consultation on development needs Q2 Publication of new workforce development strategy	HRWDM
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
Service Improvement Oversee the transfer of student loans administration to a national provider Promote the new variable tuition fee and relevant grants/benefits in Higher Education CSPF Outcome 10	Continuance of data transfer prior to closure - project complete Realign Student Awards Service in light of national changes: <ul style="list-style-type: none"> ▪ Review internal processes ▪ Review information requirements ▪ Review recording processes 			Provide opportunities for adults to access higher education Widen participation and increase retention leading to a more educated, knowledgeable population	Q4 Files prepared for transfer Q2 - Q3 Publicise new system for Higher Education students	PFO

CHILDREN'S SERVICES

RESOURCES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Admissions to Schools Embed offer to parents to apply for on-line school places</p>	Use feedback from service users to make improvements to the on-line admissions process	Implement pilot scheme to increase on-line applications at up to 50% of schools	Consider outcomes of pilot scheme and roll out to all schools	By 2011/12 50% of parents applying on-line, leading to efficiencies in service delivery	<p>Q1 Invite feedback from schools and parents on on-line admissions process</p> <p>Q2 Propose improvements to on-line admissions process</p>	AHOS/SPP
<p>Provide 'Choice Advice' to Sunderland parents who are applying for school places</p> <p>CSPF Outcomes 2, 3</p>	Review effectiveness of choice adviser role, including for in-year admissions and transfers	Define strategically the choice adviser role within the Authority and how it can best meet the needs of parents and pupils	Review effectiveness of Choice Adviser role across all admissions	<p>Parents are able to access independent advice before applying for school places</p> <p>Appropriate places are secured for all pupils and the time spent without a school place is minimised</p>	Q3 Choice adviser role is clarified and a strategic decision is made on how the role is effectively deployed to support pupil admissions	

CORPORATE IMPROVEMENT PRIORITY 4

Objective: Ensure that all children receive the best preparation and foundation for adult life

<p>Service Improvement Primary Capital Programme</p> <p>CSPF Outcomes 2, 3</p>	<p>Secure approval for the Primary Strategy for Change (PSfC)</p> <p>Implement first priority of the PSfC - the replacement of St Joseph's Primary School</p> <p>Identify future priorities for PSfC, informed by outcomes of School Place Planning exercise [Risk Profile:6j.9]</p>	<p>Implement second priority of the PSfC - the replacement of Maplewood Special School</p>		<p>Address conditions attached to approval of PSfC and seek approval by 31 March 2009</p> <p>Replacement of priority schools</p> <p>Priorities established for 14 years of PSfC</p>	<p>Q1 PSfC approved without conditions by 31 March 2009</p> <p>Q1 - Q2 Consult with individual schools on implementation of removal of surplus places</p>	A/HOS SPP
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CHILDREN'S SERVICES

RESOURCES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Begin implementation of school place planning exercise to reduce surplus places after receiving Cabinet approval	Continue reduction of surplus places	Complete removal of surplus places in Group	Surplus places in primary sector reduced to 10% or less	Q2 Consult with priority schools and co-ordinate new building programme Q2 Consult with schools and others on future priorities for PSfC	

CORPORATE IMPROVEMENT PRIORITY 8

Objective: Improve efficiency through developing the use of the service database

CORPORATE IMPROVEMENT PRIORITY 9

Objective: Improve partnership working with neighbouring authorities

<u>Service Improvement</u>						
Develop Connexions Client Caseload Information System Specification and subsequently partnership agreements CSPF Outcomes 6, 10	Promote and market usage of database with partner organisations	Review software usage, suppliers and technology used	Review software usage, suppliers and technology used	Increased technological development Increased used of database by other (non-Connexions) services - through Integrated Youth Support	Q1 Promote database to children's services across the five local authorities Q1 Presentations to youth services in Gateshead, Newcastle and South Tyneside and possible teenage pregnancy units Q1 - Q4 Ongoing dialogue within Sunderland	CHSM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

For Strategic Management as a whole, benchmarking information for 2008/09 shows that Sunderland ranks 3rd lowest spend of 11 in terms of estimated cost per pupil when compared to our CIPFA statistical neighbours and joint 18th out of 36 when compared against Metropolitan Districts (4th lowest spend of 11 in 2007/08 and 15th out of 36 Metropolitan Districts).

CHILDREN'S SERVICES

RESOURCES

Many of the individual services within Resources trade with schools, where a trend of high levels of satisfaction with services has been recorded. Buy back levels of traded services continue to remain high at 98% for 2008/09 (97% in 2007/08).

The Audit Commission School Survey 2008 shows the majority of services provided were rated in the top quartile, with a number of significant positive changes demonstrated in finance, personnel and overall effectiveness of communication with schools.

Officers continue to work with schools to ensure that the requirements of the Financial Management Standard in Schools (FMSiS) are met. A programme is in place to ensure that the local authority and schools meet the government targets by March 2010. 71 schools have now achieved the Standard (this includes all secondary schools) with 10 schools actively working towards achieving the Standard and the remaining 33 schools due for assessment by March 2010.

In 2009/10 the service will:

- Conduct a programme of service reviews including cross cutting themes as part of the Children's Services re-engineering process
- Continue to work with schools to ensure they meet the FMSiS by the due date for each sector
- Implement Supplier Relationship Management (SRM) in both Children's Services and Schools
- Contribute to a school place planning review which will cover provision for 0-19 year olds in the city to secure a reduction in surplus places and efficient use of premises.

In 2008/09, Resources led on a full Directorate Base Budget Review that achieved efficiency savings, which fed into the 2009/10 budget setting process. The budget for 2009/10 has been set taking account of £381,000 efficiency savings arising from:

- Service specific reviews (£161,000)
- A review of asset management arrangements (£100,000)
- A review of general overheads (£99,000)
- Maximisation of external income opportunities (£21,000).

CHILDREN'S SERVICES

RESOURCES

FINANCIAL

RESOURCES

The Resources budget brings together a number of Support Services within Children's Services. A large part of the budget required for the operation in respect of Finance, Personnel and EDIT depends on the buyback arrangements with schools. These services now offer a range of options leading to more uncertainty regarding income.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	6,826,044	6,234,257	6,358,349	Employees	6,436,668
2	647,014	415,534	439,823	Premises	381,097
3	213,016	167,033	186,566	Transport	200,773
4	2,480,291	856,837	808,067	Supplies and Services	494,153
5	705,888	997,856	997,856	Contribution to Trading Service	1,046,577
6	146,570	122,998	120,435	Transfer Payments	170,325
7	582,341	468,628	468,642	Third Party Payments	377,302
8	275,661	0	0	Delegated Budget c/fwd	0
	<u>11,876,825</u>	<u>9,263,143</u>	<u>9,379,738</u>		<u>9,106,895</u>
				Less Income	
9	4,800,757	2,383,349	2,449,938	Income	2,594,289
10	109,470	0	10,000	Delegated Budget B/fwd	0
	<u>6,966,598</u>	<u>6,879,794</u>	<u>6,919,800</u>	Delegated Budget	<u>6,512,606</u>
				Non-Delegated Items	
11	1,773,397	1,432,806	1,435,636	Central Support Service Recharges	1,815,372
12	81,207	56,662	56,662	Repairs and Renewals	54,977
13	121,744	121,747	127,666	Asset Charges	127,666
14	585,812	1,659,803	(1,088,981)	Employees - FRS 17 Pensions Adjustments	(1,008,870)
	<u>2,562,160</u>	<u>3,271,018</u>	<u>530,983</u>		<u>989,145</u>
15	494,863	540,828	540,828	Less Income	552,388
	<u>2,067,297</u>	<u>2,730,190</u>	<u>(9,845)</u>	Non-Delegated Budget	<u>436,757</u>
	<u>9,033,895</u>	<u>9,609,984</u>	<u>6,909,955</u>	TOTAL BUDGET	<u>6,949,363</u>
	94.0	89.7	89.7	Total No. of Staff	96.6

Responsible Budget Holder
Head of Resources

CHILDREN'S SERVICES

RESOURCES

SANDHILL CENTRE

This budget shows the relevant costs of the Sandhill Centre that are recharged to service users.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	67,897	70,200	70,200	Premises	73,680
2	2,440,675	2,651,697	2,651,697	Unitary Payment	2,717,989
3	217,757	117,441	117,441	Contribution to PFI Smoothing Reserve	77,760
	<u>2,726,329</u>	<u>2,839,338</u>	<u>2,839,338</u>		<u>2,869,429</u>
				Less Income	
4	56,415	32,400	32,400	Income	32,400
5	1,548,530	1,548,530	1,548,530	PFI Credits	1,548,530
6	1,121,384	1,258,408	1,258,408	Departmental Contributions	1,288,499
	<u>2,726,329</u>	<u>2,839,338</u>	<u>2,839,338</u>	Delegated Budget	<u>2,869,429</u>
	<u>0</u>	<u>0</u>	<u>0</u>	TOTAL BUDGET	<u>0</u>

Responsible Budget Holder
Finance Manager

DEDICATED SCHOOLS GRANT AND LEARNING SKILLS COUNCIL

The estimate for 2009/10 includes an indicative Dedicated Schools Grant (DSG) allocation of £159,934,490 and estimated LSC allocation of £6,617,132. The DSG final allocation will be confirmed in June 2009 following confirmation of the January 2009 pupil numbers. The LSC are currently reviewing the way 6th Forms are funded and are not included in the figures below.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
1	(158,576,000)	(161,748,000)	(158,861,312)	DSG	(159,934,490)
2	(6,180,048)	(6,128,050)	(6,617,132)	LSC	(6,617,132)
	<u>(164,756,048)</u>	<u>(167,876,050)</u>	<u>(165,478,444)</u>	TOTAL BUDGET	<u>(166,551,622)</u>

Responsible Budget Holder
Finance Manager

FURTHER INFORMATION

For further information about the service please contact the officers below:

Head of Resources: Paul Campbell Tel: (0191) 561 1356 or email: paul.campbell@sunderland.gov.uk

Finance Manager: David May Tel: (0191) 561 1826 or email: david.may@sunderland.gov.uk

Human Resources and Workforce Development Manager: Lynne Casey Tel: (0191) 553 1448 or email: lynne.casey@sunderland.gov.uk

Business Development Manager: Tony Skipper Tel: (0191) 561 1390 or email: tony.skipper@sunderland.gov.uk

School Place Planning Manager: Val Thompson Tel: (0191) 561 1372 or email: val.thompson@sunderland.gov.uk

Connexions Hub Services Manager: Tony Welsh Tel: (0191) 4432872 or email: T.Welsh@Connexions-tw.co.uk

Or see the following plans/statements:

- Resources Service Area Plan
- ICT Strategy
- Section 52 Budget Statement (Schools Finance)
- External Funding Strategy
- Learner Support Funding for School Sixth forms
- Post 16 Transport Strategy for students in full-time education.

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to bring together performance management arrangements across Children's Services, schools and partners in order to continuously improve provision and secure improved outcomes for children and young people.

To achieve this aim the service:

- Leads and co-ordinates service planning process across Children's Services
- Co-ordinates inspections and other external reviews
- Leads on the establishment of joint commissioning arrangements with partners
- Leads on strengthening and promoting Equality and Diversity awareness
- Produces regular communications across Children's Services and the Children's Trust and co-ordinates responses to media enquiries
- Leads on the management and dissemination of information to analyse need and uses performance information to secure service improvement and development
- Leads on target setting support, interpretation and presentation of performance information
- Leads on the management of complaints, comments and compliments.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Audit Commission School Survey	The effectiveness of your council's strategy for data collection and for managing information and data	Top Quartile	Top Quartile	Top Quartile	Yes	Top quartile	Top quartile
PIP1	The quality of support from your council to enable you to use effectively the Common Assessment Framework	4th Quartile	3rd Quartile	3 rd Quartile	4th Quartile primary 2nd Quartile secondary Note: Fourth quartile is the best achievement	3rd Quartile	Upper 3rd Quartile
PIP2	No. of CAFs completed per year	n/a	n/a	243 (Q3) The final year figure will become the baseline		200	200
PIP3	No. of children and young people contributing towards the CYPP				New target		

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

KEY ACTIONS FOR SERVICE IMPROVEMENT

All Areas for Improvement aim to improve outcomes, as demonstrated in the Every Child Matters Outcomes Framework, specifically for children and young people to: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-being.

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Improving scrutiny						
Service Improvement						
Lead on the establishment of commissioning arrangements across Children's Services Corporate Risk Profile 6h.3 CSPF Outcomes 9, 10	Establish a commissioning unit to meet the needs of Heads of Service <ul style="list-style-type: none"> ▪ Identify needs and demand ▪ Set out anticipated capacity of service, based on demand ▪ Set out roles, responsibilities and function of the unit ▪ Make clear links with Children's Trust 	Develop commissioning arrangements in line with needs assessment	Review the planning and commissioning framework (established in 2007)	Data library to provide responses to enquiries relating to joint commissioning Commissioning focused team in place with new structure and job descriptions Improved understanding of Children's Services staff about joint planning and commissioning	Q2 Review and update governance arrangements between the Children's Trust and Aligned Partnerships Q2 Set out roles and responsibilities of the team that supports Aligned Partnerships (commissioning unit) Q4 Develop some of the tools and resources, as identified in the Planning and Commissioning framework Q4 Commissioning Unit in place	PCM
Improve how we work in partnership CSPF Outcome 10	Review of Children's Trust partnership arrangements using new statutory guidance Plan towards 15 year commissioning strategy for children and young people (Children and Young People's Plan)	Begin implementation of the first three year plan, within the 15 year commissioning strategy (arrangements for monitoring and reviewing to be incorporated within the plan)	Project complete	Restructured Children's Trust Board and Children's Trust Strategic Partnership 15 year commissioning strategy	Q1 - Q2 Produce an assessment of need Q2 Review and update governance arrangements between the Children's Trust and Aligned Partnerships	HoS

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<ul style="list-style-type: none"> ▪ Set up and agree project plan ▪ Ongoing monitoring and reviewing ▪ Establish reporting arrangements 				<p>Q2 Produce draft commissioning strategy (CYPP 2010-2025)</p> <p>Q3 - Q4 Formal consultation period on the draft commissioning strategy (CYPP 2010-2025)</p> <p>Q4 Publish CYPP 2010-2025</p>	
<p>CORPORATE IMPROVEMENT PRIORITY 7 Objective: Build organisational leadership and capacity</p>						
<p>Service Improvement Identify the opportunities for reshaping business processes to give children's services staff access to better quality information that will enable more informed decision making and service planning</p> <p>CSPF Outcome 10</p>	<p>Work with the BIP team to deliver the Single Child View BIP project</p> <p>Develop the role of information management link officers to report performance information across ECM agenda</p>	<p>Implement the Single Child View Project, including</p> <ul style="list-style-type: none"> ▪ DCSF rollout of Contact-point ▪ eCAF ▪ Social care information system 	<p>Implement the Single Child View Project, including</p> <ul style="list-style-type: none"> ▪ DCSF rollout of Contact-point ▪ eCAF ▪ Social care information system 	<p>Complete mapping of Single Child View project information business processes</p> <p>Implementation of Single Child View BIP project</p>	<p>Q1 Design and feasibility study setting out information system requirements approved by Project Board</p> <p>Q1 Investment decisions made</p> <p>Q3 Procure an "IT system" to deliver the single child view</p> <p>Q3 Develop a roadmap that will lead to the identification and procurement of the information services to deliver the single child view.</p>	PCM/IM

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q1 - Q4 Develop and implement corporate performance management database to establish regular performance management reporting across Children's Services	
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Enable local people and groups to engage with partners and influence the development of responsive local services</p>						
<p>Service Improvement Secure the engagement and participation of children and young people in the Children and Young People's Plan (CYPP) for 2009 onwards</p>	<p>Establish a framework for feeding back to children and young people on the impact of their involvement in the Children and Young People's Plan needs assessment</p> <p>Act on priorities and actions in the Participation Strategy 2008-2013</p>	<p>Project complete</p>		<p>Children and young people have the opportunity to give their views - and do contribute towards the development of services, to meet their needs</p> <p>Increased number of children and young people involved in and contributing to the CYPP 2009 onwards</p> <p>System in place to provide feedback to children and young people</p>	<p>Q3 Incorporate children and young peoples' involvement in the annual Children's Trust conference</p> <p>Establish a framework for feeding back to children and young people on the impact of their involvement in the Children and Young People's Plan needs assessment</p> <p>Q4 Build on success of citizenship week (in October 2008 the first citizenship week was held, where some nurseries, primary schools and children's centres sought the views of children in creative and fun ways) to annually engage children and young people</p>	<p>PCM</p>

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 2 Objective: - Improve the emotional health and wellbeing of children - Reduce the incidence of lifestyle choices that have a clear link with poor health, particularly lack of exercise, obesity, smoking and alcohol misuse</p> <p>CORPORATE IMPROVEMENT PRIORITY 3 Objective: Ensure residents are free from harm</p> <p>CORPORATE IMPROVEMENT PRIORITY 4 Objective: Ensure that all children and young people receive the best preparation and foundation for adult life</p> <p>CORPORATE IMPROVEMENT PRIORITY 6 Objective: - Delivering area arrangements - Enhance customer services</p>						
<p>Service Improvement Lead on the establishment of integrated service provision with a preventative focus using locality based working practices CSPF Outcomes 7, 10</p>	<p>Roll out of integrated working practices, including Common Assessment Framework (CAF), locality based working and improved information sharing</p> <p>Develop locality based performance framework supported by database development and area based information mapping</p>	<p>Continue roll out of integrated working practices</p>		<p>Improved confidence of staff in using CAF</p> <p>Increase in number of CAFs completed</p> <p>Increase in number of Team around Child (TAC) achieving desired outcomes for child</p> <p>Reduction in inappropriate Child Protection and Child in Need referrals to safeguarding</p> <p>Increase in number of practitioners working in multi agency teams</p> <p>Improved understanding and planning for locality areas</p>	<p>Q1 5 locality teams in place, with appropriate management arrangements</p> <p>Define 'core offer' of services to be delivered locally</p> <p>Locality panels in place to plan services and monitor quality</p> <p>Develop access routes/pathways to services model for locality working</p> <p>Develop integrated working training plan/strategy including CAF, information sharing, contactpoint</p> <p>Q2 Plans in place using local needs analysis</p> <p>Set of prevention service standards in place, linked to Prevention Strategy</p>	<p>HoS</p>

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q3 Review commissioning intentions in the 2009-2012 Prevention Strategy	
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Enable local people and groups to engage with partners and influence the development of responsive local public services</p>						
<p>Service Improvement Engage schools in the Every Child Matters agenda Corporate Risk Profile 6i.3 CSPF Outcomes 1-10</p>	<p>Secure school engagement in locality based commissioning panels</p>	<p>Have in place mature commissioning partnerships delivering services in localities</p> <p>Improve support for schools in offering data across the five outcomes on a locality basis</p>	<p>Project complete</p>	<p>Contextual data pack devised in partnership with schools available</p> <p>Fewer notices to improve around ECM outcomes</p> <p>Improved understanding of wider ECM agenda</p> <p>More locally sensitive services delivered</p>	<p>Q1 Locality panels in place to plan services and monitor quality</p> <p>Q2 Plans in place using local needs analysis</p> <p>Q4 Mature partnerships begin commissioning services</p>	<p>HoS</p>
<p>CORPORATE IMPROVEMENT PRIORITY 7 Objective: Improving the council's approach to equality</p>						
<p>Service Improvement Embed the principles of Level 5 Equality Standard across Children's Services [Corporate Risk Profile 10b-a.3] CSPF Outcome 10</p>	<p>Implement and monitor the Directorate Equality Action Plan (DEAP) and co-ordinate the INRA process in order to improve accessibility to services</p> <ul style="list-style-type: none"> ▪ Set up new register (to include information to identify services, monitor INRAs, data collection and other corporate requirements) 	<p>Review and update the DEAP in line with actions identified through the INRA process</p>	<p>Project complete</p>	<p>Actions in the DEAP complete</p> <p>All required INRAs complete</p> <p>Baseline data established and improvement measured by March 2009</p>	<p>Q1 Updated DEAP to include actions for attaining Level 5</p> <p>Q3 Systems in place and operating to monitor school compliance with legal requirements.</p> <p>Q4 Systems in place to monitor implementation of new Corporate Equality Action Plan</p>	<p>PCM</p>

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<ul style="list-style-type: none"> ▪ Re-establish Children's Services Equality and Diversity representative s group <p>Monitor school implementation of legal requirement to have equality schemes in place in all schools</p>				Q1 - Q4 Quarterly DEAP Progress reports to CS Leadership Team	
<p>CORPORATE IMPROVEMENT PRIORITY 6 Objective: Enhance customer services</p>						
<p>Service Improvement Complaints CSPF Outcome 10</p>	<p>Incorporate the Complaints Team within the PIP Team (which was previously within the Resources Service)</p> <p>Performance manage complaints</p>	Project complete		<p>Strong direction for and within the Complaints Team</p> <p>Quarterly performance management reports</p>	<p>Q1 Council IT system fully in use by the Complaints Team</p> <p>Identify targets</p> <p>Q1 - Q4 Performance management reports prepared, discussed and acted on</p>	HoS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Performance Improvement and Policy Team is currently leading on the development of a Children's Trust Commissioning Strategy and the development of plans that will see a Children's Services Commissioning Team in place during 2009/10. This Team will be responsible for the 'assess', 'plan', 'do', 'review', process that should lead to improved efficiency and improved outcomes within Children's Services.

Development of Locality Based Working practices will be significantly enhanced during 2009/10. This will result in services being accessed in each of the 5 regeneration areas and will ensure swifter and easier access to services for children and families. The changed arrangements will offer efficiencies in service delivery for 2009/10 and future years.

Resources are being shared across local authorities as part of the Regional Improvement and Efficiencies Partnership (RIEP), where pilot programmes and shared resources are being developed. This will continue throughout 2009/10 and beyond.

Early in 2009/10, it is planned to restructure the Information Team, which will better integrate the team and broaden the services offered within existing resources.

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	761,171	821,166	752,317	Employees	824,413
2	3,684	3,066	3,066	Transport	3,222
3	125,971	106,270	94,009	Supplies and Services	74,357
	<u>890,826</u>	<u>930,502</u>	<u>849,392</u>		<u>901,992</u>
4	113,419	17,000	0	Less Income	0
	<u>777,407</u>	<u>913,502</u>	<u>849,392</u>	Delegated Budget	<u>901,992</u>
				Non-Delegated Items	
5	80,887	79,490	79,490	Central Support Service Recharges	81,623
6	35,249	36,217	(16,715)	Employees - FRS 17 Pensions Adjustment	(15,854)
	<u>116,136</u>	<u>115,707</u>	<u>62,775</u>		<u>65,769</u>
7	389,563	502,856	502,856	Less Income	522,433
	<u>(273,427)</u>	<u>(387,149)</u>	<u>(440,081)</u>	Non-Delegated Budget	<u>(456,664)</u>
	<u>503,980</u>	<u>526,353</u>	<u>409,311</u>	TOTAL BUDGET	<u>445,328</u>
	23.5	23.5	23.5	Total No. of Staff	23.5

Responsible Budget Holder
Team Leader - Policy and Planning

FURTHER INFORMATION

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CHILDREN'S SERVICES

STANDARDS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure that all young people from Sunderland, regardless of geography or circumstances, will have the best possible educational opportunities that will match their individual needs and preferences and raise their aspirations so that they are prepared to prosper in adulthood.

To achieve this aim the service will:

- Provide early years services that promote children's development and well-being and help them meet early learning goals
- Improve the quality and effectiveness of early years practice in all early years foundation stage settings 0-5 years
- Support schools to ensure educational provision for all children and young people is of good quality and challenge schools when monitoring standards and setting targets
- Develop schools' capacity for self-evaluation and provide intensive support for schools causing concern
- Promote and disseminate good practice and celebrate achievement in schools
- Enable and encourage children and young people to attend and enjoy school, achieve highly and access a range of recreational activities including play and voluntary provision
- Ensure provision is made for children who do not attend school and manage provision for pupils who have been excluded or are at risk of exclusion from school
- Provide advice and support to pupils and parents on school attendance and related matters
- Initiate action designed to reduce the number of permanent and fixed-period exclusions
- Manage provision for pupils who are unable to attend school due to sickness, anxiety or pregnancy
- Deliver safe, efficient and effective home to school transport and manages the process for issuing free travel to school passes
- Deliver the council's statutory responsibilities for SEN (Special Educational Needs) including reviewing provision and the statementing process and represent the Local Authority in SEN Tribunals
- Support schools in proactive work to reduce the incidence of learning and behaviour difficulties and mental health problems
- Liaise with parents, the Health Service and the Safeguarding Service to secure appropriate out of city placements
- Provide assessments of individual pupil needs in specialist areas of special education needs, e.g. sensory impairment, language and communication, etc
- Work in partnership with hub/lead schools to develop partnership networks in areas of special educational needs, working across the city and via identified local teams
- Support schools in their provision mapping and provides materials to support and enable pupils access to the curriculum within all SEN areas
- Provide training for all schools, both within school and via the Inclusion and Achievement Training Plan, targeted at empowering staff to support pupils with SEN
- Work with parents, in partnership with schools, via training and support for their child in accessing the curriculum
- Continue to develop strong partnerships and a common understanding of roles and responsibilities in developing the 14-19 agenda
- Manage provision for vocational education in two Skills Centres
- Ensure parents and carers receive support in helping their children to enjoy and achieve.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
	Academic Year:	2006	2007	2007		2008	2009
106	Young people from low income backgrounds progressing to higher education	-	-	-	National indicator targets introduced for 2009/10; prior targets not applicable	-	-
72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	43%	-	44%		34.8%	36.7%

CHILDREN'S SERVICES

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PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	67%	-	70.5%		-	73%
75	Achievement of 5 or more A*-C at GCSE grades or equivalent including English and Maths (Threshold)	34%	-	38.5%		48%	51%
87	Secondary school persistent absence rate	7.8%	-	-		-	6.4%
92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	41%	-	40.6%		51%	48.4%
93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	75%	-	82.9%		-	87%
94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	73%	-	77.2%		-	80%
99	Children in care reaching level 4 in English at Key Stage 2	52%	-	41.4%		-	50%
100	Children in care reaching level 4 in Maths at Key Stage 2	32%	-	31%		-	55%
101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	33%	-	18%		-	20%
103a	Percentage of final statements of SEN issued within 26 weeks excluding exception cases	-	-	-		-	-
103b	Percentage of final statements of SEN issued within 26 weeks	100%	100%	100%	Target Achieved	100%	100%
n/a	Staff with NVQ Level 3 equivalent	617	717	825	Target Achieved	750	850
LOC 50	Percentage of 3 years olds in nursery	94%	94%	96%	Target Achieved	96%	96%
3.14 (prevD 4)	The effectiveness of the LAs (Local Authority) support for promoting pupil attendance	2.00	2.20	2.15	Target Achieved	TBA	TBA

KEY ACTIONS FOR SERVICE IMPROVEMENT

All Areas for Improvement aim to improve outcomes, as demonstrated in the Every Child Matters Outcomes Framework, specifically for children and young people to: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-being.

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for life						
Service Improvement						
OFSTED judgements of schools continue to have low average numbers in schools in Ofsted categories and increase ratio of good and outstanding schools	Put in place procedure to analyse and report on School Improvement Partner reports to support planned interventions. Agree mechanism and protocols to share good practice across schools	Review Shared intelligence procedure and Concerns Policy Increase the sharing of good practice across schools to increase good schools becoming outstanding	Evaluate progress made in 2008/09 and 2010/11	Increase in number of children and young people learning in good and outstanding provisions and fewer learning in underperforming provisions	Q1 - Q4 Quarterly reports on schools in categories Q1 Procedure to analyse SIP reports in place Q4 SIP report analysis complete Q2 Good sharing protocols in place Q3 Good practice networks in place	CI
Standards across all key stages prioritising: Early Years, Foundation Stage (EYFS)	Support Private, Voluntary and Independent (PVI) sector to recruit and train graduate leaders Improve performance across the EYFS Narrow the gap in attainment for pupils in Foundation Stage, from backgrounds with high social deprivation (bottom 20%). - project complete	Evaluate impact of Graduate Leader Scheme in 2009/10 and target PVI providers for 2010/11 and 2011/12 Implement 2010/11 Action Plan Review impact of interventions in 2009/10 Analyse progress of bottom 20% of socially deprived	Work with targeted PVIs Review and refine action plan and deliver programme	70% of PVI Settings working towards training graduate leaders Graduate leaders across PVI settings supporting children in their Early Years The gap in attainment for pupils in EYFS from backgrounds with high social deprivation (bottom 20%) narrowed	Q1 Plan for Graduate Leader Scheme in place Q2 - Q3 PVIs recruited to Graduate Leader programme	CI

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Looked After Children and Bangladeshi youngsters	<p>Implement Looked After Children Action Plan</p> <p>Set and monitor targets for Bangladeshi cohort</p> <p>Expand the English as an Additional Language (EAL) hubs and spokes model in four identified schools</p>	<p>Review progress in 2009/10 and implement key actions for 2010/11</p> <p>Review attainment in 2009/10 of Bangladeshi youngsters and agree targets for 2010/11 for Bangladeshi and other BME groups</p> <p>Ensure personalised programmes are in place</p>	<p>Review progress in 2010/11 and implement key actions for 2011/12</p> <p>Review attainment in 2010/11 and agree targets for 2011/12 for Bangladeshi and other BME groups</p>	<p>Improved percentage of children achieving 5A*-C at GCSE for CLA.</p> <p>Improved outcomes for CLA especially at GCSE</p> <p>Improved outcomes for pupils with EAL especially at KS4 and EYFS</p> <p>Improved attainment and narrowing of gap with national</p> <p>Improved performance and standards in 5+A*-C GCSE including English and Maths</p> <p>Increase percentage of pupils making progress between KS2 and KS4</p>	<p>Q1 Investigate barriers to identify lowest 20% achieving children</p> <p>Q1 Focus upon CPD for Communication, Language and Literacy Development across the Foundation Stage</p> <p>Q2 Produce EYFS action plan for 2010/11</p> <p>Investigate barriers to identify lowest 20% achieving children</p> <p>Q2 Coherent LAC virtual school team in place</p> <p>Q2 Establish improved multi agency ways of working</p> <p>Q3 School Improvement Partner and Virtual School Evaluation in place</p> <p>Q3 Progression routes in place and youngsters on post 16 programmes</p> <p>Q4 Attainment Targets set for 2010/11</p>	

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Delivering integrated and accessible Early Childhood Services and extended services through schools and settings	Put in place new governance arrangements for Children's Centres	Monitor role if locality boards	Review governance arrangements of Children's Centres	Integrated Early Childhood Service citywide by April 2010	Q1 Establish and agree membership and terms of reference for local and city-wide Boards	ESAGM
	Design and implement an outcomes-based plan for Children's Centres based around outcomes and set targets for 2010/11 Ensure robust quality assurance of internal and external commissioned activity	Review outcomes-based plan and set targets for 2011/12	Review outcomes-based plan and set targets for 2012/13	Improved outcomes for children DCSF targets for attendance at school met	Q2 - Q4 Support local Boards in interface with locality models of working Q2 Outcomes based plan in place	
	Integrate attendance officers within locality working. Manage the decentralising of responsibility for extended services	Support area co-ordinators in delivering core offer and ensuring that all schools serving wards with IMD in lower 20% provide access to enhanced core offer		100% schools provide access to minimum extended core Offer All schools serving wards with IMD in lower 20%, provide access to enhanced core offer [March 2011]	Q1 Put in place aligned working arrangements for attendance team and links with extended service co-ordinators Q2 - Q4 Offer direct support to schools with poor attendance	
Childcare provision	Complete childcare sufficiency assessment and have in place cost effective provision to meet need and growth in demand	Work with partners and key stakeholders to put in place needs led integrated childcare Review settings in receipt of sustainability funding and agree sustainability plans for 2011/12	Monitor sustainability plans and review all settings	Quality Childcare provision that is affordable and accessible to users and sustainable as well as meeting need and increased demand SEN schools and resource provisions matched to needs of children and young people	Q1 Submit proposals for city-wide childcare Q2 - Q4 Implement proposals	ESAGM

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Special Educational Needs	<p>Implement re-designations of Special Schools</p> <p>Review LA resource provisions in schools</p> <p>Begin review of SEN funding mechanisms</p>	<p>Devise new funding methodology</p> <p>Monitor quality of SLAs with providers of LA resource provisions</p>	<p>Implement new funding methodology</p> <p>Evaluate 2010/11 performance and monitor 2011/12</p>		<p>Q1 Re-designations to Cabinet School Organisation sub-committee</p> <p>Review of language unit provisions complete</p> <p>Plan of review agreed with DCSF SEN Regional Adviser</p> <p>Partnership for language and learning complete</p> <p>Finalise the Curriculum Access Provision (CAP) review</p> <p>Q3 Review of ASD and PD underway</p> <p>Q4 Implement CAP review</p> <p>New designations in place</p> <p>Complete review of funding</p>	AHoS/PP(SEN)M
Development for school governors	<p>Put in place reviewed Memorandum of Understanding (MoU) with Governor Association</p> <p>Agree Governor Development Plan</p>	<p>Review progress and mainstream development plan</p>	<p>Review progress made in 2009/10 and 2010/11</p> <p>Review MoU</p>	<p>Strengthened School governance - training and development enables governors to carry out their duties effectively</p>	<p>Q1 MoU in place</p> <p>Q2 Training and Development Programme agreed</p> <p>Q3 - Q4 Programme running</p>	GSM

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Education Improvement Partnership (EIP)	Develop and implement plan based on identified EIP priorities Carry out needs analysis to assist priority setting for 2010/11	Review progress and measure impact of actions in 2009/10 and use needs analysis in review of priorities for 2011/12 Begin review of partnership MoU	Complete review of MoU and implement new arrangements	Measurable Benefits of Collaborative working and shared strategic vision upon educational outcomes for children and young people	Q3 Cross Phase HeadTeacher Conference working to shared priorities Interventions and support in core subjects for identified children and young people 14-19 and locality behaviour prevention programmes resourced	EIPM
Develop and implement the 14-19 reforms	Curriculum plan in place to meet the learner entitlement in 2013 September Guarantee implemented Plan in place for Machinery of Government transfer from LSC to LA Workforce development strategy agreed 14-19 electronic prospectus in place Commissioning intentions agreed for 2010/11 3 Diploma pilots in place Skills Centre final phases complete	LA commissioning local providers within sub regional and regional arrangements Pilot of Common Application Process 10 diploma pilots in place Workforce development strategy implemented	13 diploma pilots in place Learner Entitlement in place Common Applications process fully operational	Range of provision in place to meet needs of all Sunderland youngsters Appropriately skilled workforce Information Advice and Guidance fit for purpose and universally available High quality learning environments for vocational learning	Q1 Governance arrangements for Machinery of Government Changes agreed Q2 - Q4 Machinery of Government implementation plan delivered Education Plan in place, increased number of apprenticeships available 10 Diploma lines available Q3 Area prospectus in place Skills Centres developments complete	EIPM

CHILDREN'S SERVICES

STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Local Behaviour and Attendance Partnerships (in line with locality arrangements)	<p>Establish 5 local behaviour partnerships</p> <p>Review and integrate City-wide SEN and Behaviour panels and associated ways of working</p> <p>Align behaviour support with Pupil Referral Units (Behaviour) (PRU)</p>	Analyse impact of new arrangements and capacity to deliver	Refine working arrangements in line with wider locality based arrangements	<p>Improved multi-agency working in support of children, young people and families</p> <p>Swifter and easier access to services</p> <p>Improved outcomes for children, young people and families</p> <p>Improved interventions and tracking of vulnerable young people</p>	<p>Q1 Partnerships in place and need analysis conducted</p> <p>Q2 One integrated panel in place city-wide</p> <p>Protocols agreed and local arrangements in place to make interventions for youngsters and improve and increase capacity to deliver</p> <p>Q3 Tiers 1, 2 and 3 of support available through PRU</p>	HoS
Building Schools for the Future (BSF) and Primary Strategy for Change	<p>Submit Primary Strategy for Change and plan programme</p> <p>Rebuild first priority primary school</p> <p>Implement remainder of BSF Phase 1 Plan and plan implementation of next phase of BSF</p>	<p>Rebuild second priority primary school</p> <p>Complete BSF Phase 1</p> <p>Commence implementation of next phase BSF</p>	<p>Rebuild third priority primary school</p> <p>Continue with BSF next phase implementation plan</p>	<p>Increased proportion of 21st Century School buildings</p>	<p>Q1 Further information submitted</p> <p>Implementation Plan completed</p>	BSFPM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The 14-19 Partnership and Steering Group successfully put together a consortium bid, which will see Sunderland as one of only five areas in the country to deliver all ten diplomas from September 2009. The Sunderland Consortium also secured £1.429m from the DCSF, which was the largest capital allocation nationally. An Ofsted Inspection of the implementation of 14-19 reforms in December 2008 was judged as being 'good' with outstanding features.

Expenditure per pupil on Education Welfare is in the lower median quartile compared to Metropolitan Districts (ranked joint 6th out of 36 in both 2008/09 and 2007/08) and Nearest Neighbours (ranked 3rd of 11 in 2008/09 and 4th of 11 in 2007/08). The level of authorised absence has decreased in secondary schools from 8.43% to 7.9% which is in line with the national average, and has also improved for primary schools from 6.1% to 5.1%, which is below the national average (5.2%) but above that of our Nearest Neighbours (4.8%). A range of measures continue to be successfully adopted in partnership with schools to identify and tackle below average attendance.

CHILDREN'S SERVICES

STANDARDS

Expenditure per pupil on Behaviour Support is low comparatively, but performance is high compared to both Metropolitan Districts (ranked 17th in 2008/09 and 16th in 2007/08 out of 36) and Nearest Neighbours (ranked 6th in 2008/09 and 4th in 2007/08 out of 11). There is a strong Behaviour Partnership with schools which has led to the number of permanent exclusions being reduced and the number of days lost through fixed term exclusions much better than national comparators.

Overall spending per pupil is average, reflecting the demography of the population. Significant partnership working with schools has resulted in higher performance at all Key Stages in 2008. The annual attainment national league tables show Sunderland schools are improving faster than the national average, with the percentage of young people leaving school in the city with five or more grade A*-C GCSEs increasing by 4.5% to 63.9%. The number of students in Sunderland achieving the Government's gold standard measure of five or more grade A*-C GCSEs including English and Maths is also improving faster than the national average, with achievement levels in Sunderland rising from 38.5% in 2007 to 43% this year.

With regard to provision for pupils with Special Educational Needs (SEN), 2008/09 benchmarking shows that Sunderland is ranked as 3rd lowest out of 11 in terms of spend per pupil compared to our CIPFA statistical neighbours. The low levels of expenditure in SEN reflect the high delegation of resources to schools for statemented pupil support. Performance in respect of statemented pupil support has been maintained with 100% of assessments meeting required timescales in 2007/08. In addition, low SEN expenditure on external placements reflects investment in SEN services within mainstream schools and specialist units rather than external placements. This approach provides significant value for money as well as improved outcomes for children who do not need to go out of the area to meet their special needs.

Home to School transport expenditure is low compared to both Metropolitan Districts and Nearest Neighbours. This reflects the population density of the city and also the value for money approach to contracting, whereby all routes are mapped, transport is matched to need and usage of each vehicle is maximised.

Expenditure on non maintained nursery provision is in the upper median quartile compared to Metropolitan Districts and Nearest Neighbours, due to Sunderland being a pathfinder authority for the new 3-4 year old flexible nursery education offer by providing an additional 2.5 hours per week per child whilst offering parents a wider choice of when to access the full 15 hour provision per week. 5 Ofsted inspections of private and voluntary nursery provision demonstrate 100% of provision to be satisfactory or better. There were 2 Ofsted inspections of nursery schools, one was rated as outstanding and the other as good. 19 infant / primary schools were measured by Ofsted inspectors with regard to 'the effectiveness of the Foundation Stage' with 100% rated as satisfactory or better.

17 Children's Centres have now been established with plans to provide Citywide coverage with no increase in infrastructure costs.

The Audit Commission Survey of Schools 2008 shows much improved performance in respect of the Educational Psychology Service.

A review of primary surplus places is underway across the City to coincide with the Primary Strategy for Change programme, so that over the next 14 years a significant proportion of schools in most needs can be refurbished or rebuilt.

The budget for 2009/10 has been set, taking into account efficiency savings of £413,000. This has been achieved through:

- A review of provision of Early Years (£126,000)
- Maximising external funding and reconfiguring services, whilst maintaining current levels of support (£287,000).

CHILDREN'S SERVICES

STANDARDS

FINANCIAL

PARTNERSHIP AND PLANNING

The Partnership and Planning budget brings together Behaviour Support, Special Educational Needs and Accessibility, Out of City Placements, Home to School Transport, Psychology Service, Specialist Support, Pupil Referral Units, Parent Partnership, Home/Hospital Tuition and Returners.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	3,867,781	4,206,889	4,374,111	Employees	4,582,604
2	290,108	294,824	336,189	Premises	313,896
3	2,114,215	2,087,296	2,087,296	Transport	2,117,383
4	373,277	439,064	388,275	Supplies and Services	377,392
5	938,590	958,968	917,883	Third Party Payments	950,495
	<u>7,583,971</u>	<u>7,987,041</u>	<u>8,103,754</u>		<u>8,341,770</u>
				Less Income	
6	701,551	498,892	474,930	Income	499,094
7	53,647	0	60,000	Delegated Budget b/fwd	0
	<u>6,828,773</u>	<u>7,488,149</u>	<u>7,568,824</u>	Delegated Budget	<u>7,842,676</u>
				Non-Delegated Items	
8	269,365	279,122	278,838	Central Support Service Recharges	202,009
9	20,144	64,228	64,228	Repairs and Renewals	61,150
10	92,189	92,286	65,753	Asset Charges	65,752
11	77,909	98,285	(41,175)	Employees - FRS 17 Pensions Adjustment	(43,288)
	<u>459,607</u>	<u>533,921</u>	<u>367,644</u>	Non Delegated Budget	<u>285,623</u>
	<u>7,288,380</u>	<u>8,022,070</u>	<u>7,936,468</u>	TOTAL BUDGET	<u>8,128,299</u>
	103.4	109.2	109.2	Total No. of Staff	121.5

Responsible Budget Holder
Partnership and Planning Manager

CHILDREN'S SERVICES

STANDARDS

SCHOOL IMPROVEMENT SERVICE

The core service includes monitoring, intervening in and supporting schools, including national strategies. Part of the budget depends on the buyback arrangements with schools.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	2,053,141	1,659,156	1,945,267	Employees	1,673,351
2	41,785	42,745	42,315	Premises	17,104
3	31,356	28,596	35,228	Transport	25,603
4	836,461	398,019	1,131,333	Supplies and Services	389,361
5	126,566	125,000	125,000	Contribution to Trading Service	127,500
	<u>3,089,309</u>	<u>2,253,516</u>	<u>3,279,143</u>		<u>2,232,919</u>
				Less Income	
6	1,120,040	249,082	1,217,389	Income	266,244
7	86,475	0	0	Delegated Budget B/fwd	0
	<u>1,882,794</u>	<u>2,004,434</u>	<u>2,061,754</u>	Delegated Budget	<u>1,966,675</u>
				Non-Delegated Items	
8	130,107	100,461	100,461	Central Support Service Recharges	72,756
9	3,831	1,081	1,081	Repairs and Renewals	0
10	52,949	54,955	(21,706)	Employees - FRS 17 Adjustment	(24,127)
	<u>186,887</u>	<u>156,497</u>	<u>79,836</u>	Non-Delegated Budget	<u>48,629</u>
	<u>2,069,681</u>	<u>2,160,931</u>	<u>2,141,590</u>	TOTAL BUDGET	<u>2,015,304</u>
	43.5	42.0	42.0	Total No. of Staff	40.0

Responsible Budget Holder
Chief Inspector

BUILDING SCHOOLS FOR THE FUTURE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	450,320	453,537	453,940	Employees	506,212
2	6,138	2,000	2,000	Transport	5,660
3	71,558	16,612	16,388	Supplies and Services	60,582
	<u>528,016</u>	<u>472,149</u>	<u>472,328</u>		<u>572,454</u>
4	0	0	0	Less Income	200,000
	<u>528,016</u>	<u>472,149</u>	<u>472,328</u>	Delegated Budget	<u>372,454</u>
				Non-Delegated Items	
5	28,896	35,907	35,907	Central Support Service Recharges	21,624
6	19,366	19,011	(8,862)	Employees - FRS17 Adjust	(9,302)
	<u>48,262</u>	<u>54,918</u>	<u>27,045</u>	Non-Delegated Budget	<u>12,322</u>
	<u>576,278</u>	<u>527,067</u>	<u>499,373</u>	TOTAL BUDGET	<u>384,776</u>
	9.5	9.5	9.5	Total No. of Staff	9.5

Responsible Budget Holder
Head of BSF

CHILDREN'S SERVICES

STANDARDS

GOVERNORS SECTION

A large part of the budget depends on the buyback arrangements with schools leading to more uncertainty regarding income.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	128,344	104,087	103,543	Employees	109,424
2	4,078	3,418	4,341	Premises	4,499
3	2,033	1,517	1,498	Transport	1,380
4	39,767	21,800	25,647	Supplies and Services	14,301
5	203,967	188,205	188,205	Contribution to Trading Service	191,969
	<u>378,189</u>	<u>319,027</u>	<u>323,234</u>		<u>321,573</u>
6	261,421	237,205	237,205	Less Income	241,745
	<u>116,768</u>	<u>81,822</u>	<u>86,029</u>	Delegated Budget	<u>79,828</u>
				Non-Delegated Items	
7	39,650	38,899	38,899	Central Support Service Recharges	34,492
8	12,044	10,372	(4,836)	Employees - FRS 17 Pensions Adjustment	(4,726)
	<u>51,694</u>	<u>49,271</u>	<u>34,063</u>	Non-Delegated Budget	<u>29,766</u>
	<u>168,462</u>	<u>131,093</u>	<u>120,092</u>	TOTAL BUDGET	<u>109,594</u>
	9.0	9.7	9.7	Total No. of Staff	9.7

Responsible Budget Holder
Governor Support Manager

CHILDREN'S SERVICES

STANDARDS

EXTENDED SERVICES AND ATTENDANCE GROUP

The budget for this group is mainly made up of direct government grant in the form of the Sure Start, Early Years and Childcare Grant (former General Sure Start Grant). The budget supports the development of Children Centres, facilitation of the childcare market, development of the Early Years and Childcare workforce, local information to parents and activities to facilitate inclusive practice.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
1	1,212,838	1,079,291	1,033,323	Service Delivery	1,262,931
2	80,547	92,500	92,500	Family Information Service	87,500
3	402,148	402,148	402,148	Extended Schools	0
4	403,208	411,196	467,630	Workforce Development	373,334
5	287,480	307,610	307,610	Childcare Place - Development and Support	372,753
6	101,572	107,000	107,000	SEN and Inclusion	104,389
7	321,772	235,415	265,383	Graduate Leader Fund	368,000
8	6,973,543	7,993,969	7,832,794	Children's Centres	8,280,116
9	72,705	123,998	120,373	Early Years and Childcare LEA Contribution	80,647
10	805,319	796,946	796,946	Nursery Education Grant Provision in Private and Voluntary Sector	813,682
11	1,947,367	1,787,458	1,750,164	Social Services Nursery Provision	1,648,689
12	1,713,298	0	0	3 and 4 Year Old Offer	0
13	310,117	519,929	598,079	2 Year Old Offer	744,786
14	955,603	940,811	891,466	Inclusion and Attendance	881,049
15	265,868	185,841	179,222	Extended Services	180,625
16	0	0	131,889	Every Child A Talker	131,889
17	0	0	142,582	0-7 Partnership Pilot (including Buddying)	128,056
	<u>15,853,385</u>	<u>14,984,112</u>	<u>15,119,109</u>		<u>15,458,446</u>
18	<u>11,543,056</u>	<u>10,689,698</u>	<u>11,140,599</u>	Less Income	<u>11,809,584</u>
	<u>4,310,329</u>	<u>4,294,414</u>	<u>3,978,510</u>	TOTAL BUDGET	<u>3,648,862</u>
	192.0	194.0	194.0	Total No. of Staff	229.8

Responsible Budget Holder

Extended Services and Attendance Group Manager

STANDARDS FUND

This table shows the Standards Fund grants that are devolved to schools and retained by the local authority. The budget shows the latest position. Further grants will be devolved or retained as notified by the DCSF.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	19,806,957	23,798,680	30,972,770	LA Grants Devolved to Schools	23,674,657
2	4,615,680	7,142,581	9,285,146	LA Grants Retained	9,517,820
	<u>24,422,637</u>	<u>30,941,261</u>	<u>40,257,916</u>		<u>33,192,477</u>
				Less Income	
3	23,734,803	30,310,796	35,065,958	Government Grant	27,893,123
	<u>23,734,803</u>	<u>30,310,796</u>	<u>35,065,958</u>	Delegated Budget	<u>27,893,123</u>
	<u>687,834</u>	<u>630,465</u>	<u>5,191,958</u>	TOTAL BUDGET	<u>5,299,354</u>

Responsible Budget Holder

Principal Finance Officer

CHILDREN'S SERVICES

STANDARDS

FURTHER INFORMATION

For further information about the service please contact:

Head of Service - Lynda Brown (0191) 553 1410

School Improvement - Margaret Ferrie (0191) 553 5613

Education Improvement Partnership - Loraine Johnson (0191) 520 9213

Extended Services and Attendance - Raj Singh (0191) 553 8835

Building Schools for the Future - Beverley Scanlon (0191) 553 1965

Governor Support Service - Gary Robinson (0191) 553 2781

Partnership and Planning (SEN and Behaviour) - Sandra Mitchell (0191) 553 2200

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

SERVICE ROLES AND RESPONSIBILITIES

The Positive Contribution and Economic Wellbeing Service comprises of the following teams:

- Connexions
- Derwent Hill
- Family, Adult and Community Learning
- Services for Young People
- Youth Development Group
- Youth Offending Service.

The service also takes a lead in developing Parenting, which will be a major focus for 2009/10. The primary aims of the service are twofold:

Making a Positive Contribution

To ensure that children and young people:

- Are enabled to develop awareness and respect for themselves, other people and the environment
- Become successful learners, confident individuals, responsible citizens and effective contributors
- Are supported in developing socially and emotionally
- Are supported in managing changes and responding to challenges in their lives (particularly those children from vulnerable groups)
- Are encouraged to participate in decision making and in supporting the community
- Are supported by actions to reduce anti-social behaviour
- Have access to a range of accessible, positive activities
- From vulnerable groups receive additional support and are helped to make a positive contribution, including those who are looked after, disabled or have special educational needs and that their parents, have access to a range of parenting support, at a universal, specialised and targeted level, and access to good quality information, advice and guidance.

Achieving Economic Well-Being

To ensure that:

- Action is taken by partners to support families in maximising their economic well-being
- All adults have access to high quality learning opportunities which support personal development, learning for learning sake, active citizenship, community capacity building and focus on social and economic inclusion
- Young people aged 11-16 are helped to prepare for working life
- Young people have appropriate access to education, employment and training opportunities
- 14-19 education and training is planned and delivered in a co-ordinated way and of good quality
- Regeneration initiatives address the needs of children and young people
- Young people have decent housing
- Additional support is provided to ensure those from vulnerable groups are helped to achieve economic wellbeing, including those who are looked after, disabled or have special educational needs.

The service is also responsible for:

- Generating income to subsidise the cost of activities to the council, through the provision of residential management training on a commercial basis
- Promoting best practice in the provision of outdoor education and learning outside the classroom by schools and other services.

To achieve these aims, the service provides:

- High quality residential outdoor education programmes for as many children and young people, in Sunderland, as possible
- Programmes to develop self-awareness, self-confidence, motivation and positive attitudes and values for children and young people
- Programmes which emphasise personal responsibility, social responsibility and the awareness and management of risk
- Programmes to promote the benefits of a healthy diet, fitness and a healthy lifestyle
- Residential management training to commercial clients in order to generate income to minimise the cost of the service to the council
- An External Visits Advisory Service for the council, in order to promote best practice in the provision of outdoor and other activities by schools and other services
- A range of learning opportunities to adults
- Improved access to learning opportunities which are reflective of locally identified need
- Opportunities for potential and current learners to express their views in the planning and development of future provision

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

- Targeted support for those groups who have not traditionally participated in learning
- Suitable learning opportunities to those learners with literacy and numeracy needs
- Opportunities for children who are looked after to engage in reviews relating to their care
- A range of cultural events and improved opportunities for children who are looked after
- Support for teenage parents to prevent exclusion
- Programmes for young people to develop generic workplace skills, work related learning/enterprise strategies
- Tenancy support to young people who are homeless
- Trainer flats for care leavers
- Responses to consultations, and engagement
- Good infrastructure and innovative practices to support children and young people's involvement
- Initiatives to seek the views of children and young people
- Access to free support and subsidised events
- Strong cross partner links for a local respect action plan to address anti-social behaviour
- Initiatives to address offending and re-offending
- Integrated planning, commissioning and delivery of services
- Packages of support tailored to meet the individual needs of young people when they are at risk of adverse outcomes and need extra help
- Financial support to young people who are free school meal eligible or looked after to enable them to access a range of positive activities of their choice, via the 'lets go' smart card
- Information on 'places to go and things to do' in the area via a published Youth Offer on line at www.letsgosunderland.com
- Information to parents and young people on childcare, education, training and careers
- High quality information advice and guidance from the Connexions service, tailored to individual need of careers, and routes into them for young people and their families and carers
- Targeted work to reduce the proportion of young people not in education, employment or training (NEET) in the city
- A job/learning matching service, against notified opportunities for NEET young people, including on line applications, support in application processes including CV preparation, application forms and letters both on an individual basis and through job clubs
- A range of parenting support at a universal level and a range of accredited parenting programmes at a targeted and specialist level.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Connexions there will be a further 3.1% reduction in re-offending when compared to the 2005 baseline.							
NIS 117	16 to 18 year olds who are not in education, employment or training (NEET)			12.8	Yes	10.1	9.5
DERWENT HILL							
D Hill 1	Centre used by Sunderland young people per annum	3,883	4,000	3860	No - 4000 is an aspirational target. Actual figure was only 23 below the previous year's record figure. Fee increases may have affected numbers slightly.	4,000	4000
D Hill 2	Balanced budget achieved	£0	£0	£21,000 Deficit	No - The overspend was as a result of a shortfall in the level of external income received.	£0	£0
D Hill 4	Schools judge teaching as at least 4 (out of 5) on our evaluation forms	96%	95%	98%	Yes	95%	95%

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
D Hill 5	Number of wheelchair pupils visiting Centre	5	12	7	No - The use of a wheelchair is a poor indicator of whether Derwent Hill is accessed by pupils with disabilities. This PI is now superseded (see 5a below)	12	n/a
D Hill 5a	Proportion of children and young people who have disabilities			Unknown	New target	Establish baseline	5%
D Hill 6	Risk assessments for educational visits (out of school) monitored	100%	100%	100%	Yes	100%	100%
D Hill 7	Response provided to applications for approval of Category B external visits within 2 weeks of receipt	n/a	100%	100%	Yes	100%	100%
D Hill 8	Response provided to requests for advice within one week of receipt	n/a	100%	100%	Yes	100%	100%
D Hill 9	Proportion of schools receiving an External Visits Advisory Service monitoring visit	n/a	10%	100%	Yes	100%	100%
D Hill 10	Carbon dioxide emissions from fuel use (electricity, gas, vehicles)	172 tonnes	n/a	n/a	n/a - Local target not measured in 2007/08	155 tonnes	

FAMILY, ADULT AND COMMUNITY LEARNING

LLSC	Learner numbers	*3,980	3,912	3638	No - Focus of the provision was changed during 2007/08. This impacted on the opportunities that were available to learners. In recognition of this the Learning and Skills Council agreed a reduction in targets for 2008/09	3,500	To be agreed in July 09
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CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
FACL 1	Number of learners participating in Personal and Community Development programmes and First Steps Learning Programmes	2845	2829	2355	No - Focus of the provision was changed during 2007/08. This impacted on the opportunities that were available to learners. In recognition of this the LSC agreed a reduction in targets for 2008/09	2,500	To be agreed in July 09
FACL 3	Number of learners participating in Family, Literacy, language and numeracy programmes	463	400	386	No - Family Learning Week (which normally attracts about 100 enrolments) was moved from June to October at the request of the Family Learning group - a sub group of the Sunderland Learning Partnership. This means it moved from one year to another - the service runs August - July.	383	To be agreed in July 09
FACL 4	Number of learners participating in Wider Family learning programmes	446	425	492	Yes	360	To be agreed in July 09
FACL 5	Number of learners participating in Neighbourhood learning in deprived communities programmes	271	267	276	Yes	240	To be agreed in July 09
FACL 6	Learner retention target	n/a	86%	96%	Yes	87%	To be agreed in July 09
FACL 7	Learner achievement target	n/a	80%	92%	Yes	95%	To be agreed in July 09
* Unvalidated data							
NI163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 2 or higher				New target, in LAA	63%	66%

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 3 or higher				New target, in LAA		
NI165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher				New target, in LAA	24.8%	25.5%
SERVICES FOR YOUNG PEOPLE							
PAF A4 [NI148]	Percentage of care leavers aged 16+ in employment, education or training	0.74	0.75	0.9	Yes	0.76	TBC
PAF A2	Percentage of care leavers 16+ with 1+ GCSE/ GNVQ A*-G	65.79%	66%	76.6%	Yes	67%	TBC
Supp PI	Percentage of care leavers 16+ in contact with Services for Young People	90%	93%	92%	No - The difference accounts for less than half a person	TBC	TBC
Supp PI	Percentage of care leavers 16+ known to have suitable accommodation	82%	93%	92%	No - The difference accounts for less than half a person	TBC	TBC
YOUTH DEVELOPMENT GROUP							
NI 110 BVPI Positive Activities	Young People's Participation in Positive Activities - New target			TBA		Target not yet agreed	TBA
BVPI 221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local area. This is now Local and National indicators collected by NYA	59%	60%	68%	Yes	60%	TBA
BVPI 221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local area. This is now Local and National indicators collected by NYA	28%	30%	32%	Yes	30%	TBA

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
LOC1	Contact 25% of the 13-19 yrs population regarding direct and contracted youth work	9,488 (35%)	6,814	10,465	Yes	TBA	25% of the 13-19 yrs population
LOC2	60% of the contact target (LOC1) participate in youth work	5,584 (82%)	4,088	5,071	Yes	TBA	15% of the 13-19 yrs population
LOC3	60% of the participation target (LOC2) achieve a recorded learning outcome	2,803 (69%)	2,453	3,447	Yes	TBA	60% of the participation target
LOC4	30% of the participation target (LOC2) achieve an accredited outcome	1,285 (31%)	1,226	1,638	Yes	TBA	30% of the participation target
YOUTH OFFENDING SERVICE							
Targets set between January and March							
NI 111	Prevention - To reduce the number of 10-17 year old first time entrants to the Youth Justice System.	12.3% increase on the previous year.	2% Reduction on previous year	1.7% increase	No - After initially showing a 4.3% reduction, a national led re-profile of the PI changed the final outturn	TBA	TBA
NI19	Recidivism - Reduction in recidivism (re-offending) of the YJB identified cohorts of children and young people	8.5% reduction	5% reduction	n/a	n/a - The YJB did not require this PI in 2007/08. As such, we are unable to validate any data held. The PI will be required in 2008/09	TBA	TBA
NI 43	Custody - young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	2.8%	<5%	3.6%	Yes	TBA	TBA
NI45	Education, Training and Employment - young offenders engagement in suitable education, employment or training	85.6%	90%	88.4%	No - This is a national issue, with only 2 Youth Offending Teams achieving this indicator. Sunderland's was the 3 rd highest performing YOT for ETE	TBA	TBA
NI 46	Accommodation - young offenders access to suitable accommodation	98.8	95%	100%	Yes	TBA	TBA

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

KEY ACTIONS FOR SERVICE IMPROVEMENT

All Areas for Improvement aim to improve outcomes, as demonstrated in the Every Child Matters Outcomes Framework, specifically for children and young people to: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-being.

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CONNEXIONS						
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life						
Service Improvement						
Improve information, advice and guidance (IAG) offered across all learning settings	Introduce information, advice and guidance Standards across all Learning Providers	Review of progress to date with Learning Providers		Mapped qualifications of delivery staff across the Partnership Standards embedded across all Learning Providers	Q1 Standards in place Q4 IAG Change Team monitors IAG Standards	CM
Increase awareness of apprenticeships	Support Learning and Skills Council (LSC) in developing NAVMS (National Apprenticeships Vacancy Matching System) in order to increase and promote apprenticeships	Work with National Apprenticeship Service Field Force (Skills Funding Agency) to promote NAVMS (National Apprenticeship Vacancy Matching Service) in schools and to parents Note: Skills Funding Agency will replace LSC	Assess impact and suggestions for improvements made and implemented	Reduction in young people not in education, employment or training (NEET) (NIS 117) Increase in numbers of young people in Apprenticeships Increased use of Connexions online vacancy service	System not yet in place. The service is awaiting Government requirements and timescales and will respond accordingly	ALMC
Develop Intermediate Labour Market (ILM) Programme	Embed ILM Programme	Project complete		Reduction in young people NEET (NIS 117) All targets and outcomes successfully achieved	Q1 - Q2 Research current provision Secure funding Q3 Commission provision	HoS

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Improve transition from pre to post 16 provision</p> <p>CSPF Outcomes 2, 3, 6</p>	<p>Connexions staff work with young people at risk of not progressing to learning, in a variety of settings to improve transition to post 16 opportunities (Through successful ESF bid to support young people at risk of not progressing to learning. Funding runs to December 2010)</p>	<p>Connexions Personal Advisers work closely with at risk young people to support a positive outcome at 16</p> <p>Review effectiveness and impact of the use of ESF monies and develop sustainability strategies continue successful delivery</p>	<p>Support to all young people embedded across all Learning Providers</p>	<p>Increase in post 16 opportunities</p> <p>Reduction in young people NEET (NIS 117)</p> <p>Percentage of young people in a positive outcome increases</p> <p>Percentage of at risk young people in a positive outcome increases</p> <p>Improvements in data transfer</p> <p>Identification of 'at risk' young people</p>	<p>Q2 Review effectiveness and impact of current and new arrangements for transitions</p>	<p>HoS</p>
DERWENT HILL						
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life						
<p>Service Improvement</p> <p>Increased Number of children and young people benefiting from Derwent Hill programmes</p> <p>CSPF Outcomes 1, 6, 8</p>	<p>Complete a comprehensive review of marketing, pricing and the current delivery programme. Identify any recommendations and actions and set out in service plans, how these will be progressed (In future years, it is anticipated this area will be considered as part of core business, subject to the findings of this and future reviews)</p> <p>Project complete</p>			<p>4000 children and young people participating in Derwent Hill programmes (PI D Hill 1)</p>	<p>Q1 Fees frozen at 2008/09 levels</p> <p>All term time midweek dates contracted for 2009/10 school year</p> <p>Q2 Product range and booking process reviewed and in place for school year 2010/11</p> <p>Q3 Income to Accessibility Fund increased to at least £6,000 pa</p>	<p>CDDH</p>

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective: Improving the council's approach to equality						
<p>Service Improvement Increase the number of young people accessing Derwent Hill who are traditionally under-represented</p> <p>CSPF Outcomes 1, 6, 8</p>	<p>Work with key partners and stakeholders to increase the number of young people from under represented groups accessing Derwent Hill e.g. BME Communities</p> <p>Use data from 2008/09 to identify areas of under-representation</p>	<p>Increase the use of Derwent Hill by under-represented groups, as identified in data from 2009/10</p> <p>Project complete</p>		<p>The percentage of participants accessing Derwent Hill from under represented groups and those that are disabled and looked-after, reflect the proportions in Sunderland schools</p> <p>Equal numbers of boys and girls participating (PI D Hill 5, 5a)</p>	<p>Q2 Publication of first full year's data</p> <p>Action plan to address under-representation identified in last year's data</p> <p>Q4 Action plan implemented</p>	CDDH
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Achieving cashable efficiency savings						
<p>Service Improvement Increased Income generated by Derwent Hill Training Centre to support work with children and young people</p> <p>CSPF Outcomes 1, 6, 8</p>	<p>Fully implement Customer Relationship database and establish protocols and routines to manage contacts</p>	<p>Complete the refurbishment of the Training Centre</p>	<p>Marketing strategy fully implemented, including: Strategies to generate new contacts Communications process to develop contacts into customers Website developed as 'shop window' to include 'calls for action'</p>	<p>Training Centre income increased by 10% year on year</p>	<p>Q1 CRM database installed, protocols established and staff familiarisation completed</p> <p>Q2 All contacts now managed through the CRM database</p> <p>Q3 Refurbishment of Training Centre under way</p> <p>Marketing strategy activities under way</p>	CDDH

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life						
Service Improvement Monitor the safety of external visits by schools and other services CSPF Outcome 4	Monitor directly a sample of external visits organised by at least 15 schools and other services Revise the council's External Visits Policy in the light of expected new government guidance	Provide accredited training for all new External Visits Co-ordinators, and revalidation training for existing Co-ordinators trained more than three years ago Project complete		Safe good practice across all schools and services Increase in children and young people taking part in activities and visits All schools and services following council policy (PI D Hill 6, 7, 8, 9)	Q1 Draft revision of External Visits policy produced Q2 Revised External Visits policy published Q3 Annual External Visits report submitted to Children's Services Health & Safety Group Q4 3 termly External Visits Co-ordinator courses delivered	CDDH
FAMILY, ADULT AND COMMUNITY LEARNING						
[Because of the nature of the service's activities, service planning is organised on school years (August to July), rather than financial years]						
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Everyone in Sunderland will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development						
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: - Delivering area arrangements - Enhance customer services						
Service Improvement Develop a curriculum that offers a seamless transition route for learners from non accredited to accredited provision CSPF Outcomes 2, 3	Undertake a review of the curriculum offer to ensure that it is fit for purpose and meets local, regional and national priorities as well as the needs of the people within the local communities	Implement outcomes of the curriculum review and identify new areas for the further development of the provision Project complete		Seamless progression routes available to all learning from non-accredited/ first steps provision to Level 1 and Level 2 accredited provision	Q1 Funding obtained to deliver Level 2 accredited provision	FACLM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
				<p>The curriculum is responsive to local, regional and national priorities</p> <p>Curriculum is responsive to the needs of local communities and the people within those communities (Various local and national indicators - see PIs)</p>	<p>Q2 Progression routes identified from non accredited to accredited learning for those learners who wish to progress</p>	
<p>CORPORATE IMPROVEMENT PRIORITY 4 Objective: Everyone in Sunderland will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development</p>						
<p>Service Improvement Raise skills and qualifications levels of Adult and Community Learning teaching workforce in line with Learning and Skills Council targets (LSC) using NLDC (Neighbourhood Learning in Deprived Communities) funds and external training and development resources/ Support</p>	<p>Monitor teaching workforce qualifications</p> <p>Provide opportunities for tutors to undertake level 3 and/or level 4 teaching qualifications as appropriate</p>	<p>Monitor teaching workforce qualifications to ensure that all tutors have as a minimum a Level 3 teaching/ training qualification</p> <p>Provide opportunities for tutors to update their qualifications</p>	<p>Support the up-skilling of the workforce</p> <p>Ensure opportunities are in place to support tutors to achieve an NVQ level 4 teaching and learning qualification</p>	<p>Improved quality of delivery in teaching and learning</p> <p>Observation grade profile increased</p> <p>LSC targets are met. 2009/10:</p> <ul style="list-style-type: none"> ▪ 50% of Family Adult and Community Learning tutors achieve a Level 4 teaching and learning qualification ▪ 80% of lessons observed are graded as good or better 	<p>Q3 Analyse the current skill levels of tutors to identify what level of qualification they have</p> <p>Q1 - Q4 Provide workforce development opportunities</p>	FACLM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Diversify current delivery practices to be able to respond to external and internal change factors and meet wider community learning needs</p> <p>CSPF Outcomes 2, 3</p>	<p>Target provision at groups who do not traditionally participate in learning i.e. Males, Residents of BME Communities, Learners with Learning Difficulties and/or Disabilities Males</p>	<p>Target provision at groups who do not traditionally participate in learning and embed their needs within wider community needs</p> <p>assessment and ensure provision is available to meet these needs</p>	<p>Continue to target provision at groups who do not traditionally participate in learning and embed within core business</p>	<p>Diverse and responsive service able to respond to internal and external customers and individual learners</p> <p>Broad based service that meets statutory requirement in a progressive context, meeting new challenges</p> <p>Increased participation in learning programmes from under-represented groups such as male learners, learners from BME communities and socially and economically disadvantaged priority groups:</p> <ul style="list-style-type: none"> ▪ 23% of provision is currently accessed by men ▪ 7% of provision is currently accessed by residents of BME communities ▪ 15% of provision is currently accessed by learners with learning difficulties and/or disabilities <p>(PIs NIS 163, 164, 165)</p>	<p>Q2 Set up provision and advertise in appropriate settings</p> <p>Q1 - Q4 Make links and develop relationships with organisations that represent underrepresented groups of people, to help identify their needs</p>	<p>FACLM</p>

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
SERVICES FOR YOUNG PEOPLE						
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
Service Improvement						
Increase the range and suitability of accommodation for young people in the city	Reduce and cease the use of bed and breakfast accommodation for care leavers	Key action complete		Young people are in appropriate accommodation	Q1 - Q2 Review the impact of Centre point on the use of bed and breakfast usage	SYPM
CSPF Outcomes 1, 4, 8, 10	Implement the recommendations of the Care Matters pilot project regarding extending the age children in care leave residential and foster care	Continue to implement the pilot project, subject to progress made in year 1 and identify any further actions. Ongoing monitoring and review during the year	Review pilot project to assess progress made against actions, the impact against outcomes and determine future strategy and actions	Target of 90% care leavers in appropriate accommodation	Q4 Cease use of B&B accommodation by Leaving Care Team Q1 - Q4 Review progress of the pilots	
	Integrate service delivery to prevent homelessness and repeat homelessness for 16 and 17 year olds (with Health, Housing and Adult Services)	Key action complete		Fewer young people are homeless Fewer young people present as repeat homelessness Increased number of young people successfully supported to live at home (Supp PI - see PI table)	Q1 - Q2 Contribute to the Business Improvement Programme in Health, Housing and Adult Services (HHAS) that will inform service integration Q3 Evaluate recommendations of the Business Improvement Programme, which is being set up by Health, Housing and Adults Services Q4 Redesign service delivery as a result of evaluation	

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
YOUTH DEVELOPMENT GROUP						
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
Service Improvement						
<p>To review and implement the current recommendations of the 10 year 'Aiming High for young people'</p> <p>CSPF Outcomes 3, 6, 8, 10</p> <p>Risk Profile: 6F.2</p>	<p>Audit of universal and targeted provision to match intelligence provided by needs analysis</p>	<p>Implement the 10 Year Youth strategy in the city, which has 55 commitments and 6 key objectives and is being updated regularly to reflect progress and new development</p>	<p>Review all youth work to reflect the current recommendations outlined in 'Aiming High'</p>	<p>More informed youth work practice linked to nationally and locally agreed standards</p> <p>Increased participation of young people</p> <p>Better targeted use of resources to meet the needs of young people</p>	<p>Q1 Set base lines and carry out needs assessment of service users and stakeholders in order to inform youth work practice at unit and service level. Consideration given to: demographics, geography, national and local trends, relevant policies and guidelines</p> <p>Data analysis undertaken and applied to inform future youth work delivery</p> <p>Q2 New arrangements confirmed</p> <p>Q4 Review and update strategy</p>	<p>YDGM</p>
<p>Implement the Children and Young People's Democratic Engagement Strategy</p>	<p>Consultation with key stakeholders in order to update the strategy</p> <p>Project complete</p>			<p>Improved engagement of young people in decision making processes and services for young people</p>		

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
<p>Service Improvement To develop and consolidate the commissioning strategy for youth work across the city</p> <p>CSPF Outcome 10</p>	Implement updated Commissioning Strategy and carry out annual reviews of 100% contracted agencies	Review youth work providers through the Quality Assurance process	Review all new youth work providers through the Quality Assurance process within the updated commissioning strategy	<p>Development of quality youth work across the city</p> <p>Increased contact with young people</p> <p>Young people actively involved in the commissioning and shaping of service delivery</p>	<p>Q1 Complete Needs Analysis</p> <p>Q2 Set new youth work criteria and specification in line with updated commissioning Strategy</p> <p>Q4 Decommission existing contracts</p> <p>Procure new youth work contracts</p>	YDGM
YOUTH OFFENDING SERVICE						
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Ensure people are free from crime, disorder and substance misuse						
<p>Service Improvement Ensuring the Youth Offending Service (YOS) structure is 'fit for purpose' in line with the proposed changes to the Youth Justice Board (YJB) Performance Framework</p> <p>CSPF Outcome 10</p>	Review service structures, practice and performance to achieve new targets for reducing re-offending as set out in the Local Area Agreement 2008	Consolidate practice and performance management to ensure the effective reduction in youth offending	Review services outcomes and performance to ensure effective practice and outcomes for young people	<p>Reduced risk of offending and re-offending by children and young people</p> <p>Improved outcomes for young people using the YOS, inline with Every Child Matters</p>	<p>Q4 The service is aligned to requirements set by YJB as part of the Scaled Approach to Youth Justice framework</p>	YOSM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Support people to be active citizens and free from involvement in crime, disorder and substance misuse						
Service Improvement Reduce year on year the rate of proven re-offending by young offenders, through the systematic recidivism strategy CSPF Outcomes 4, 6	Implement YOS Recidivism Strategy and ensure it is integrated across all aspects of the service. (The strategy is currently being written)	Review the effectiveness of the recidivism strategy in terms of practice and performance	Update the recidivism strategy to ensure it remains current and in line with updated performance requirements	Reduced risk of offending and re-offending by children and young people Improved outcomes for young people using the YOS, inline with Every Child Matters March 2009 - Further 3.1% reduction in re-offending when compared to the 2005 baseline (PI NIS 19)	Q1 Implement the action plan, which forms part of the Recidivism Strategy Q2 - Q4 Monitor the action plan	YOSM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Sunderland Youth Offending Service continues to demonstrate excellent performance with highly efficient services that have achieved significant reductions in re-offending by young people. The service is currently ranked in the top 5 (out of 156 YOTs) by the Youth Justice Board for England and Wales (YJB) and in November 2008 the YJB scored Sunderland in the highest category with an overall performance score of 4 - performing exceptionally. During 2009 the Youth Offending Service were awarded Beacon Status for preventing re-offending.

The Youth Justice Board has set 6 performance indicators for 2008/09 which have been aligned with the local area national indicator set of 198 indicators. The six key indicators relate to NI 19 Recidivism (re-offending rates), NI 111 First Time Entrants (to the criminal justice system), NI 43 Use of Custody, NI 44 Diversity, NI 45 Education, Training and Employment and NI 46 Accommodation. One of the six indicators, namely Recidivism, has been included in the local area 33 priority indicators for the Local Area Agreement (LAA). Sunderland YOS has achieved an excellent performance for the first six months of the performance year (April to September 2008) for the two overarching indicators of Recidivism and First Time Entrants. A reduction of 18% was achieved for first time entrants to the Youth Justice System and a reduction of 19.3% was achieved in relation to re-offending. Young offenders' engagement in suitable education, training and employment has increased by 5.2% reaching 91.1% in 2007/08 (compared to 85.9% in 2006/07).

The Restorative Justice Project and Phoenix Fire Scheme have been two high profile projects that have contributed to the success of the service. Previously these initiatives were funded from WNF/NRF. From April 2009 the council has recognised the value of outputs achieved from these flagship projects and provided mainstream funding.

Connexions have successfully been integrated within Children's Services and delivers Information, Advice and Guidance (IAG) for 13-19 year olds. The proportion of young people not in education, employment or training (NEET) is high at 12.8% compared to the national average of 6.7% and an action plan has been put into place to address this, with £1m of funding being secured from the LSC.

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

The council attaches a high priority to working with young people and good performance is demonstrated by the increase in the number of young people aged 13-19 years old engaged in low cost or free youth work and reductions in youth crime and disorder. In 2007/08, targets set by the Government in relation to Recorded Outcome reached 140% (actual of 3,447 against a target of 2,453) and those for Accredited Outcomes reached 133% (actual of 1,638 against a target of 1,226). In addition there has been a 70% increase in youth session delivered at weekends at no extra cost.

A scheme to provide a mobile youth village was successfully piloted over the summer. This provided facilities for youth work sessions and positive activities on a Friday and Saturday night in areas where there was little or no other provision. The pilot was successful in reducing youth disorder by 34.3% in the areas that it covered compared with the same period in the previous year. As Youth Provision is a high priority, additional funding is to be invested to implement three mobile youth villages across the City.

Services for Young People have taken on an ongoing additional 34 cases (an increase of 20%) within their Leaving Care Service with no additional resources.

The current economic climate will present challenges to Derwent Hill in 2009/10 and beyond. The centre will actively manage this process and through internal reviews and maximisation of efficiency opportunities, look to minimise costs where possible. In formulating the 2009/10 budget, no increase will be made to the charging policy, thus maintaining prices at 2008/09 levels.

The budget for 2009/10 has been set, taking into account efficiency savings of £226,000. This has been achieved through a review and reconfiguration of services provided by the Youth Development Group (£43,000), Services for Young People (£120,000) and Youth Offending Service (£63,000).

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

FINANCIAL

ADULT EDUCATION

The budget reflects grant income approvals to date and may vary during the year as more grants are awarded.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	302,933	347,570	347,570	Employees	344,617
2	35,736	37,623	39,997	Premises	49,864
3	2,476	3,760	3,760	Transport	3,760
4	983,373	652,021	652,021	Supplies and Services	669,584
5	19,713	0	0	Third Party Payments	0
	<u>1,344,231</u>	<u>1,040,974</u>	<u>1,043,348</u>		<u>1,067,825</u>
6	1,369,309	1,021,502	1,021,502	Less Income	1,048,013
	<u>(25,078)</u>	<u>19,472</u>	<u>21,846</u>	Delegated Budget	<u>19,812</u>
				Non-Delegated Items	
7	27,058	25,035	25,035	Central Support Service Recharges	42,338
8	12,139	14,897	(6,945)	Employees - FRS17 Pensions Adjustments	(6,469)
	<u>39,197</u>	<u>39,932</u>	<u>18,090</u>	Non-Delegated Budget	<u>35,869</u>
	<u>14,119</u>	<u>59,404</u>	<u>39,936</u>	TOTAL BUDGET	<u>55,681</u>
	11.5	10.0	10.0	Total No. of Staff	10.0

Responsible Budget Holder

Adult and Community Learning Manager

PARENTING

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	342,289	0	343,871	Employees	0
2	4,184	0	13,600	Premises	0
3	3,995	0	7,000	Transport	0
4	559,665	0	1,075,759	Supplies and Services	673,265
5	(34,930)	0	0	Third Party Payments	0
	<u>875,203</u>	<u>0</u>	<u>1,440,230</u>		<u>673,265</u>
				Less Income	
6	875,204	0	1,370,230	Income	673,265
7	0	0	70,000	Delegated Budget b/fwd	0
	<u>(1)</u>	<u>0</u>	<u>0</u>	Delegated Budget	<u>0</u>
				Non-Delegated Items	
8	12,626	0	(4,940)	Employees - FRS17 Pensions Adjustments	0
	<u>12,626</u>	<u>0</u>	<u>(4,940)</u>	Non-Delegated Budget	<u>0</u>
	<u>12,625</u>	<u>0</u>	<u>(4,940)</u>	TOTAL BUDGET	<u>0</u>

Responsible Budget Holder

Head of Positive Contribution and Economic Wellbeing

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

YOUTH OFFENDING SERVICE

The YOS has a complex budget structure made-up of partner agency cash and in-kind financial contributions, core government funding from the YJB for England and Wales a range of time-limited grant funding. No significant changes to the contributions of partner agencies are expected, although there may be changes to time-limited funding which the YOS will plan to replace/retain.

The Youth Offending Service budget has a high reliance on external funding which can vary during the year if additional funding is identified.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	2,673,274	3,063,256	3,085,025	Employees	3,273,684
2	168,290	154,496	165,050	Premises	155,312
3	152,416	165,616	165,083	Transport	167,720
4	736,796	343,079	424,752	Supplies and Services	381,168
5	405,302	294,541	269,874	Third Party Payments	232,017
	<u>4,136,078</u>	<u>4,020,988</u>	<u>4,109,784</u>		<u>4,209,901</u>
				Less Income	
6	2,531,762	2,538,472	2,249,984	Income	2,137,341
7	148,000	0	0	Delegated Budget b/fwd	0
	<u>1,456,316</u>	<u>1,482,516</u>	<u>1,859,800</u>	Delegated Budget	<u>2,072,560</u>
				Non-Delegated Items	
8	258,023	259,871	259,871	Central Support Service Recharges	303,019
9	34,373	4,703	4,703	Repairs and Renewals	4,927
10	117,088	138,767	(63,279)	Employees - FRS 17 Pensions Adjustment	(61,149)
	<u>409,484</u>	<u>403,341</u>	<u>201,295</u>	Non-Delegated Budget	<u>246,797</u>
	<u>1,865,800</u>	<u>1,885,857</u>	<u>2,061,095</u>	TOTAL BUDGET	<u>2,319,357</u>
	100.3	103.4	103.4	Total No. of Staff	97.3

Responsible Budget Holder
Youth Offending Service Manager

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

YOUTH SERVICE

The table shows the costs of providing the Youth Development Service. The increased income in 2007/08 and 2008/09 represents Youth Opportunity Fund and also Positive Activities for Young People (PAYP) income with a corresponding expenditure increase in supplies and services.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,397,111	1,472,743	1,475,362	Employees	1,387,762
2	222,489	252,384	285,973	Premises	203,485
3	21,206	13,700	13,856	Transport	13,500
4	1,758,476	1,749,931	1,789,820	Supplies and Services	1,893,704
5	1,997	450	450	Third Party Payments	459
	<u>3,401,279</u>	<u>3,489,208</u>	<u>3,565,461</u>		<u>3,498,910</u>
				Less Income	
6	1,085,762	993,111	497,214	Income	409,632
7	0	0	30,000	Delegated Budget b/fwd	0
	<u>2,315,517</u>	<u>2,496,097</u>	<u>3,038,247</u>	Delegated Budget	<u>3,089,278</u>
				Non-Delegated Items	
8	109,882	91,213	91,213	Central Support Service Recharges	110,949
9	7,682	3,446	3,446	Repairs and Renewals	3,281
10	27,035	12,795	12,795	Asset Charges	12,795
11	49,788	52,715	(25,025)	Employees - FRS 17 Pensions Adjustment	(23,186)
	<u>194,387</u>	<u>160,169</u>	<u>82,429</u>	Non-Delegated Budget	<u>103,839</u>
	<u>2,509,904</u>	<u>2,656,266</u>	<u>3,120,676</u>	TOTAL BUDGET	<u>3,193,117</u>
	25.6	25.6	25.6	Total No. of Staff	25.6

Responsible Budget Holder
Youth Development Manager

DERWENT HILL

Details of the trading account are shown on the trading operations Derwent Hill page 299.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	300,552	270,087	260,206	Contribution to Trading Services	219,369
	<u>300,552</u>	<u>270,087</u>	<u>260,206</u>	TOTAL BUDGET	<u>219,369</u>
	31.4	31.3	31.3	Total No. of Staff	28.6

Responsible Budget Holder
Centre Director of Derwent Hill

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

SERVICES FOR YOUNG PEOPLE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,359,161	1,376,952	1,447,367	Employees	1,350,828
2	231,945	229,406	240,426	Premises	227,840
3	68,047	46,500	52,233	Transport	67,980
4	781,471	470,652	501,902	Supplies and Services	414,515
5	45,157	39,000	39,000	Third Party Payments	54,000
	<u>2,485,781</u>	<u>2,162,510</u>	<u>2,280,928</u>		<u>2,115,163</u>
6	649,295	306,377	403,647	Less Income	333,656
	<u>1,836,486</u>	<u>1,856,133</u>	<u>1,877,281</u>	Delegated Budget	<u>1,781,507</u>
				Non-Delegated Items	
7	135,108	119,404	119,404	Central Support Service Recharges	117,491
8	66,886	72,230	72,230	Departmental Administration	87,359
9	18,922	16,515	16,515	Repairs and Renewals	17,303
10	30,644	32,719	32,939	Asset Charges	32,939
11	54,844	59,385	(28,232)	Employees - FRS17 Pensions Adjustments	(27,388)
	<u>306,404</u>	<u>300,253</u>	<u>212,856</u>		<u>227,704</u>
	<u>2,142,890</u>	<u>2,156,386</u>	<u>2,090,137</u>	TOTAL BUDGET	<u>2,009,211</u>
	48.0	49.2	49.2	Total No. of Staff	44.3

Responsible Budget Holder
Young People's Services Manager

CONNEXIONS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	0	0	5,156,557	Employees	4,719,224
2	0	0	473,020	Premises	450,322
3	0	0	79,436	Transport	63,285
4	0	0	2,953,146	Supplies and Services	2,231,135
5	0	0	72,394	Third Party Payments	63,071
	<u>0</u>	<u>0</u>	<u>8,734,553</u>		<u>7,527,037</u>
6	0	0	5,394,250	Less Income	4,462,199
	<u>0</u>	<u>0</u>	<u>3,340,303</u>	Delegated Budget	<u>3,064,838</u>
				Non-Delegated Items	
7	0	0	0	Central Support Service Recharges	106,225
8	0	0	(91,525)	Employees - FRS17 Pensions Adjustments	(80,415)
	<u>0</u>	<u>0</u>	<u>(91,525)</u>	Non-Delegated Budget	<u>25,810</u>
	<u>0</u>	<u>0</u>	<u>3,248,778</u>	TOTAL BUDGET	<u>3,090,648</u>
	0.0	0.0	80.2	Total No. of Staff	80.2

Responsible Budget Holder
Head of Positive Contribution and Economic Well Being
Head of Resources

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

FURTHER INFORMATION

For further information about the service please contact:

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Derwent Hill: Steve Lenartowicz Tel: (01768) 772 005 or email: steve.lenartowicz@sunderland.gov.uk

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Services for Young People: Simone Common Tel: (0191) 566 3181 or email: simone.common@sunderland.gov.uk

Youth Development Group: Andy Neal Tel: (0191) 553 7409 or email: andy.neal@sunderland.gov.uk

Youth Offending Service: Guy Kirk Tel: (0191) 566 3120 or email: guy.kirk@sunderland.gov.uk

For further information about the service please see the following plans:

- Positive Contribution/Economic Wellbeing Service Plan
- Children and Young People's Democratic Engagement Strategy
- Sunderland Adult Learning Strategy
- Risk and Resilience Strategy (Multi-agency, for Children's Trust)
- Sunderland Youth Justice Plan
- Family and Parenting Strategy (Multi-agency, for Children's Trust).

CHILDREN'S SERVICES

HEALTH

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to improve health and well-being outcomes for children and young people. To achieve this aim the service:

Works in partnership with the PCT to effectively plan and commission integrated services to:

- Promote child health
- Improve maternal and infant health through increasing the rate of breastfeeding, reducing smoking in pregnancy and supporting young parents
- Reduce childhood obesity through promoting healthy eating, physical activity and psychological well being
- Support children and young people make positive lifestyle choices through effective Personal Social and Health Education, reproductive health, substance misuse and substance misuse services
- Improve mental health and emotional well being
- Support improved outcomes for children and young people with disabilities
- Reduce the rate of accidental injuries to children and young people.

Leads on the planning and delivery of child health improvement services e.g. the Healthy Schools Programme.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
	Academic Year:	2006	2007	2007		2008	2009
50	Emotional health of children and young people	-	-	-	National indicator targets introduced for 2009/10; prior targets not applicable	-	-
51	Effectiveness of Child and Adolescent Mental Health Services		16/16	16/16	Yes	16/16	16/16
52	Take up of school lunches	-	-	-	n/a new indicator for 2008/09. Apr-Sep mid year performance is 46% primary and 39% secondary	-	-
53	Prevalence of breastfeeding at 6-8 weeks from birth	-	-	-	n/a - new indicator for 2008/09. Apr-Sep 2008 mid year performance is 17.4% although all data may not be captured*	22.3%	-
54	Services for disabled children	-	-	-	New indicator for 09/10 waiting for target to be set	-	-
55	Obesity among primary school age children in Reception Year	12.4%	-	10.3%	Target not set for 2007/08	14%	-
56	Obesity among primary school age children in Year 6	21.4%	-	21.2%	Target not set for 2007/08	22%	-
57	Children and young people's participation in high quality PE and sport	-	-	-	New indicator for 09/10; awaiting definition clarification and baseline data to set target	-	-
58	Emotional and behavioural health of children in care	-	-	-	New indicator for 2009/10; awaiting definition clarification and baseline data to target set	-	-

CHILDREN'S SERVICES

HEALTH

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
69	Children who have experienced bullying	-	-	-	New indicator for 2008/09; data shows Sunderland 48% (national 48%)	-	-
70	Hospital admissions caused by unintentional and deliberate injury to children and young people	-	-	-	New indicator for 2008/09 awaiting baseline target to be set		
112	Under 18 conception rate	55.1/1000	49.4/1000	57.3/1000 (July 2007)	No, review of strategy complete - current review and re provision of services to support strategy and implementation plan	40.9/1000	33.8/1000
113	Prevalence of Chlamydia in under 20 year olds	-	-	-	New indicator for 2008/09	-	-
115	Substance misuse by young people	-	-	-	National indicator targets introduced for 2009/10; prior targets not applicable. 2008/09 data shows Sunderland 15.9% (national 10.9%)	-	-
	% of schools achieving healthy schools status	n/a change of programme	Dec 2007 23%	Dec 2008 65%	No, recovery from a zero baseline, however most improved LA in 2008/09 in respect of Healthy Schools status nationally	Dec 2008 65%	Dec 2009 75% of schools to achieve status 100% of schools engaged in programme

CHILDREN'S SERVICES

HEALTH

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 2 Objective: Improve the emotional health and well-being of children</p> <p>CORPORATE IMPROVEMENT PRIORITY 7 Objective: - Improving the council's approach to equalities - Improving the approach to communications</p> <p>CORPORATE IMPROVEMENT PRIORITY 9 Objective: Strengthen community leadership role and the role of the Sunderland Partnership</p>						
<p>Service Improvement Increase capacity within Children's Services to support health improvement</p>	Establish a clear health improvement infrastructure within children's services to deliver health improvement services: <ul style="list-style-type: none"> ▪ Service co-ordination and management ▪ Intelligence, data and performance ▪ Information, communication and media 	Implementation and review of service development plan	Implementation and review of service development plan government emphasis	Improve co-ordination and monitoring of council services to support health improvement	Q1 Revised structure agreed Q2 Appointments to key posts Q3 Mapping and review of existing services to promote children health improvement Q4 Development plan	HIL
<p>Service Improvement Extend and Develop the Healthy Schools Programme</p>	Establish Healthy Schools team Establish clear data and performance mechanisms Strengthen support for specific themes Extend the Healthy Schools Programme to include Healthy Early Years, Healthy Schools and Healthy Colleges	Extend thematic elements of programme closely aligned to Health Improvement priorities Implementation and Review of Healthy Early Years, Healthy Schools and Healthy Colleges	Implement and evaluate annual plan Implementation and Review of Healthy Early Years, Healthy Schools and Healthy Colleges	By December 2009, 100% of schools engaged in Healthy Schools programme and 75% of schools to achieve Healthy Schools Status Increased number of settings promoting health and well being of children and young people:	Q1 Baseline information on all schools Q2 - Q4 Strengthening of physical activity and PSHE elements of programme Q1 Recruitment to Early Years and Colleges Healthy posts	

CHILDREN'S SERVICES

HEALTH

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Work with partners to plan and commission services to: Promote breastfeeding Reduce smoking rates in pregnancy Support young parents</p>	<p>Review and re provide services for young parents to deliver an integrated multi-agency approach</p> <p>Support the delivery of the Family Nurse Partnership Programme</p> <p>Extend and develop services to promote breastfeeding across all settings : UNICEF Baby Friendly status:</p> <ul style="list-style-type: none"> ▪ Strengthening of peer support programme ▪ Strengthening of PSHE curriculum ▪ Increased ante-natal and post-partum support for breastfeeding ▪ Communication and media campaigns ▪ Breast feeding friendly settings 	<p>Implementation and review of service development plan</p> <p>With partners review and develop action plan</p>	<p>Implementation and review of service development plan</p> <p>With partners review and develop action plan</p>	<p>Early Years settings and colleges engaged in the Healthy Schools Programme</p> <p>Strengthened services for young parents and their babies to support improved outcomes across each of the 5 ECM areas</p> <p>Increase breastfeeding initiation and continuation rates</p>	<p>Q2 Service plan across Healthy Early Settings, Healthy Schools, Healthy Colleges</p> <p>Q3 Development of extended programmes</p> <p>Q4 Implementation of all programmes</p> <p>Q1 Review of existing service provision</p> <p>Q2 - Q4 Service redesign and re provision</p> <p>Q1 - Q4 Implementation and review of breastfeeding action plan</p>	

CHILDREN'S SERVICES

HEALTH

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement</p> <p>With the PCT lead on the development of a multi - agency strategy to promote healthy lifestyle choices and reduce childhood obesity</p>	Support the review and re provision of smoking in pregnancy services	Support development and implementation of plans to reduce smoking in pregnancy	Support development and implementation of plans to reduce smoking in pregnancy	Reduction in smoking in pregnancy rates	Q1 - Q4 Support review of smoking in pregnancy services	
	Establish a Childhood Obesity Strategy Group to develop a multi-agency Childhood Obesity Strategy	Strategy implementation and review	Strategy implementation and review	Improved co-ordination of child and family services to reduce childhood obesity	Q1 Development of Childhood Obesity and Action Plan	
	Review current arrangements to promote healthy eating including school meals and Food in Schools programme			Baseline data and performance monitoring arrangements in place	Q2 - Q4 Service review, redesign and re-provision	
	Review current arrangements to promote physical activity including 2+3 hours of PE			Clear service specifications /agreements in place for existing and new services to support pathway		
	Develop a tiered model of service, referral pathways and workforce development plan					
	Strengthen support to schools, extended services and other settings to promote healthy lifestyle choices					
	Plan and commission appropriate services					

CHILDREN'S SERVICES

HEALTH

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement With the PCT lead on the review and re provision of services to promote positive decision making and reduce harmful risk taking behaviours including smoking, substance misuse and reproductive health</p>	<p>Deliver a tiered model of service provision as detailed in the Risk and Resilience strategy including:</p> <p>Establishment of key posts to plan, co-ordinate and deliver services to support schools in delivering integrated PSHE, SRE and substance misuse education</p> <p>Establishment of locality based risk and resilience team</p> <p>Support for enhanced delivery of reproductive health services</p> <p>Review and remodelling of services for young parents</p> <p>Remodelling of young people's substance misuse services to deliver evidence based services</p>	<p>Strategy implementation and review</p> <p>Service delivery and review</p>	<p>Strategy implementation and review</p>	<p>Improved access to services across tiers</p> <p>Reduced teenage conception rates</p> <p>Increased Chlamydia and STI screening and detection</p> <p>Reduced young peoples substance misuse</p>	<p>Q1 Recruitment to key posts / outline service delivery model</p> <p>Q2 - Q4 Pathway review and redesign</p>	
<p>Service Improvement With the PCT lead on the planning, commissioning and delivery of effective outcome focused Child and Adolescent Mental Health Services including:</p> <ul style="list-style-type: none"> ▪ Anti- bullying strategy 	<p>Lead on the review and refresh of the CAMHS Strategy (including anti-bullying strategy)</p> <p>Co-ordinate the development and delivery of anti-bullying services</p>	<p>Strategy implementation</p> <p>Service delivery and review</p>	<p>Strategy implementation</p> <p>Service delivery and review</p>	<p>Improved mental health and emotional well being outcomes for children and young people</p> <p>Improved support to schools, children young people and families to reduce bullying</p>	<p>Q1 - Q4 Implementation of TaMHS project linked to broader strategic priorities</p> <p>Q1 - Q4 Plan, commission and establish anti-bullying provision</p>	

CHILDREN'S SERVICES

HEALTH

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<ul style="list-style-type: none"> ▪ Delivery of Targeted Mental Health in Schools Programme ▪ Re provision of Tier 3 CAMH services ▪ Establishment of community based intensive support services 	<p>Lead on the delivery of the TaMHS pathfinder programme (30% of schools including PRU's)</p> <ul style="list-style-type: none"> ▪ Establishment of counselling and peer mentoring programmes in project schools ▪ Establishment of school based drop-ins ▪ Establishment of emotional health lead role in all pathfinder schools ▪ Implement training and delivery plan <p>Establish targeted support for children, young people and their parents with anxiety related difficulties</p>	<p>Delivery and review of pathfinder programme</p>	<p>Mainstreaming of programme</p>	<p>Improved early intervention and support service delivery at a school and locality level</p> <p>Improved Tier 3 CAMH Service provision</p>	<p>Q1 - Q4 Support development of service delivery model for Tier 3 CAMHS including services for children in special circumstances within Children's Trust Arrangements</p> <p>Q1 - Q4 With the PCT and partners develop intensive support service model</p>	
	<p>Work with the PCT to ensure that Tier 3 services are re provided to most effectively meet the needs of children with complex and severe mental health problems</p>	<p>New service/ service delivery model established</p>	<p>Service development and review</p>	<p>Improved Tier 3 CAMH provision for all children and young people from 0-18 including those in special circumstances</p>		
	<p>Work with the PCT to plan and commission intensive support services for children with complex behavioural ,social care and mental health needs</p>	<p>Commissioning of service</p>	<p>Establishment of service</p>	<p>Reduction in out of area placements / reduced admission to in-patient services</p>		

CHILDREN'S SERVICES

HEALTH

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>Service Improvement</u> With the PCT lead on the planning and commissioning of services to improve outcomes for children with LDD</p>	<p>Establish multi-agency continuing care protocol</p> <p>Review provision of therapy services</p> <p>Review of equipment provision</p>	<p>Implement and review continuing care protocol</p> <p>Implementation of review findings</p> <p>Implementation of outcomes of review</p>	<p>Arrangements in place - regular monitoring and review</p> <p>Service delivery and review</p> <p>Service delivery and review</p>	<p>Improved outcomes for children and young people with disabilities</p> <p>Improved services for disabled children</p>	<p>Q4</p> <ul style="list-style-type: none"> ▪ Continuing care process in place ▪ Therapies review complete and recommendations made ▪ Framework for provision of equipment agreed 	
<p><u>Service Improvement</u> With the PCT lead on the development of accident prevention strategy for children and young people</p>	<p>Produce accident prevention strategy and action plan</p>	<p>Implementation of strategy</p>	<p>Implementation of strategy</p>	<p>Reduction of unintentional injuries</p>	<p>Q1 Strategy Group established</p> <p>Q2 Needs assessment complete</p> <p>Q3 - Q4 Strategy and implementation plan agreed</p>	

CHILDREN'S SERVICES

HEALTH

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	252,971	424,527	466,487	Employees	521,208
2	10,564	12,400	12,400	Transport	11,823
3	209,543	47,174	331,785	Supplies and Services	178,603
4	227,325	252,316	252,316	Third Party Payments	286,305
	<u>700,403</u>	<u>736,417</u>	<u>1,062,988</u>		<u>997,939</u>
5	700,819	748,265	629,404	Less Income	569,904
	<u>(416)</u>	<u>(11,848)</u>	<u>433,584</u>	Delegated Budget	<u>428,035</u>
				Non-Delegated Items	
6	26,952	29,910	29,910	Central Support Service Recharges	19,172
7	12,340	18,482	(8,616)	Employees - FRS17 Pension Adjustments	(6,282)
	<u>39,292</u>	<u>48,392</u>	<u>21,294</u>	Non-Delegated Budget	<u>12,890</u>
	<u>38,876</u>	<u>36,544</u>	<u>454,878</u>	TOTAL BUDGET	<u>440,925</u>
	9.0	9.0	10.0	Total No. of Staff	10.0

Responsible Budget Holder
Head of Health Improvement

CHILDREN'S SERVICES

SAFEGUARDING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to safeguard children and young people in Sunderland. Safeguarding incorporates the 'staying safe' aspect of Every Child Matters (ECM), and ensures that children and young people are:

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for.

To achieve this aim, the service has four key service functions:

- Case Management
- Safeguarding Children Unit
- Services for Children Looked After
- Services for Disabled Children.

The primary aim of **Case Management** is to support families where children have high levels of need (including those who are in need of protection from harm) and arranges alternative care when children cannot safely live at home, in the short term or permanently. To achieve this aim, the service, through Initial Response Teams, Locality Teams and Permanence Teams, provides:

- Initial response teams - to deal with all new contacts and referrals for children in need and child protection cases, and complete initial assessments of need
- Locality teams - to undertake further assessment and develop support services to meet identified needs
- Permanence teams - which are responsible for children for whom a permanence plan has been identified. They will draw up; implement and monitor individual care plans for children, and facilitate plans for permanence.

The primary aim of **Services for Looked After Children** is to provide adoption, fostering and residential placements for children and young people who cannot be looked after in their own homes. To achieve this aim, the following services are provided:

- The Adoption Service recruits, assesses, trains and supports prospective adopters. The service ensures children are matched with adoptive families capable of meeting their needs. The After-Adoption Service assesses the support needs of adoptive families, facilitates or provides after adoption support services, a Post Box service (an indirect contact service where adoptive parents can provide information to birth parents, and vice versa) and support and advice to the birth families of children placed for adoption
- The Fostering Service recruits, supports and trains foster carers to provide family placements for children looked after. The service provides foster care for children for time limited periods and permanent care
- The Children's Residential Homes provide time limited and permanent residential care for children looked after, as a preferred option to family placements for some children
- The Community Support Team supports families and young people to prevent children becoming looked after, and for those who do, enables an early return to families from unplanned accommodation and support to foster placements
- The Placement Service manages a multi-agency Placements and Resources Panel (PARP), which considers all requests for placements for children and young people prior to or immediately after becoming looked after. PARP considers placement changes both temporary and permanent and advises on legislation, procedures and practice related to looking after children.

The primary aim of the **Safeguarding and Quality Assurance** service is to quality assure work in relation to children looked after and child protection, and to support the achievement of effective multi-agency safeguarding work. To achieve this aim, the service:

- Provides independent chairs of statutory reviews and conferences in Child Protection and Looked After systems and tracking of care plans
- Undertakes regulatory visits to children's homes
- Carries out independent audits
- Co-ordinates and facilitates the work of the Sunderland Safeguarding Children Board (SSCB)
- Provides independent support for children looked after
- Offers advice, guidance, support and training regarding safeguarding to all staff working in/for schools and educational establishments
- Commissions independent advocacy provision where required for children looked after.

CHILDREN'S SERVICES

SAFEGUARDING

The primary aim of the **Service for Disabled Children** is to:

- Support disabled children, from birth to age 18, and their families to live ordinary lives and be fully included in society
- Undertake a safeguarding role to act in the best interest of the child.

In order to achieve this aim, the service:

- Works closely with partner agencies to assess the needs of families which include a child with substantial and permanent disability
- Makes available a wide range of services through direct provision, commissioning with the independent sector or direct payments to the parents to enable them to make their own arrangements
- Enables disabled children to access universal services where appropriate, with additional support where required
- Provide direct services including:
 - A family support service and access to inclusive leisure activities
 - A joint service with health to support children with challenging behaviour (Quest)
 - Overnight short break care (in a children's home and with foster carers)
 - Long term care (in a children's home and with foster carers).

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	64.3	70.0	65.7	No - The reasons for this were threefold <ul style="list-style-type: none"> ▪ An increase in the numbers of referrals leading to initial assessment (see NI68 below) ▪ A high turnover of staff in the team ▪ Some inconsistency in practice ▪ Business process in this area has been mapped with a view to considering re-engineering options. 	75.0	76.0
NI60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	79.1	84	73.8	No - Within the year, there was an increase in the number of core assessments to be undertaken. Delays in completing some initial assessments reduced the time available to complete a number of core assessments. This was compounded by some further delays at the point of transfer between teams. Business process in this area has been mapped with a view to considering re-engineering options	80.0	82.5

CHILDREN'S SERVICES

SAFEGUARDING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	84	n/a	68.2	The courts are struggling with new legislation, with final hearings being deferred, so there is a longer period between panel and authority to place When there are more older children to be placed the indicator worsens. When there are more babies to be placed the indicator improves. In the 12 months ended December 08 the figure improved to 82%	TBC	TBC
NI62	Stability of placements of looked after children: number of placements	12.4	12	10.5	Yes	10.5	10.5
NI63	Stability of placements of looked after children: length of placement	71	72	72	Yes	73	74
NI64	Child Protection Plans lasting 2 years or more	3.4	10.0	8.7	Yes	10.0	8.0
NI65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	12.5	10.0	7.2	No - Between 10% and 15% is considered best band for this indicator. Relatively small numbers of families whose children become subject to a second or subsequent plan can cause significant fluctuation to the out-turn. It is monitored monthly.	10.0	11.0
NI66	Looked after children cases which were reviewed within required timescales	85	100	96.0	No - The number of children looked after reviews held within timescale have increased significantly over the previous 2 years. We are ahead of our peer group. There have been late notifications from social workers. This is being addressed by the reviewing unit	100	100
NI67	Percentage of child protection cases which were reviewed within required timescales	100	100	100	Yes	100	100

CHILDREN'S SERVICES

SAFEGUARDING

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI68	Percentage of referrals to children's social care going on to initial assessment	60	60	86.2	No - The reason for a higher percentage of referrals going on to become initial assessments is due to rigorous screening at the initial contact so those that progressed are more likely to progress to become initial assessment	87.0	88.0
BVPI 50	The percentage of young people leaving care aged 16 or over with at least one GCSE at grade A* - G or a GNVQ	66%	66%	76.7%	Yes	67%	70%
BVPI 161	The percentage of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	0.74	0.75	0.87	Yes	0.76	0.77
NI54	Parental satisfaction indicator for parents of disabled children. To be implemented 2009/10				New target		TBC
PAF C18a	"CLA 1+ yrs - Conviction/ Final Warning rate (10-17 yrs) whilst LA" (compared to the general population)	Data not yet available	Ratio of 2.4 (Sep 06 - Sep 07)	Ratio of 2.4 (Sep 06- Sep 07)	Yes	Ratio of 2 (Sep 07 - Sep 08)	To be set

KEY ACTIONS FOR SERVICE IMPROVEMENT

All Areas for Improvement aim to improve outcomes, as demonstrated in the Every Child Matters Outcomes Framework, specifically for children and young people to: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-being.

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3 and 6						
Objectives: - Ensure residents are free from harm - Enhance customer services						
Service Improvement						
<u>Ensure we respond positively and reap benefit from safeguarding initiatives</u>	Together with Sunderland Safeguarding Children Board partners	Review the impact of early intervention/ prevention strategy		Children and young people are protected from mal-treatment and neglect	Q1 Conduct an necessary Serious Case Reviews in line with new guidance	HoS

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<ul style="list-style-type: none"> ▪ Implement the directives (Dec 2008) in relation to Serious Case Reviews ▪ Disseminate and implement the recommendations from the Laming Review ▪ Ensure that duty and out of hours systems and processes are robust and adequately resourced 				<p>Q2 and Q3 Implement the Laming Review recommendations locally</p> <p>Develop 3 year SSCB Business Plan</p> <p>Q1 and Q4 Review business process; appraise re-engineering options and implement</p> <p>Plan for Ofsted duty system inspection</p>	
<p>Further improve our assessment of need to ensure the support that we offer meets the needs of families in the city</p> <p>CSPF Outcome 4</p>	<p>Identify solutions to the challenges that the implementation of ICS is presenting</p> <ul style="list-style-type: none"> ▪ Practitioner skills and time commitment ▪ System shortfall and need for technical enhancements ▪ Networking with LAs regionally <p>Contribute to the development and integration into practice of a number of other initiatives</p> <ul style="list-style-type: none"> ▪ ContactPoint ▪ Single View of the Child ▪ E-Social Care record ▪ Secure and effective archiving of historical records <p>(This work is being progressed jointly with Resources and PIP Team)</p>	<p>Stock-take of progress and outstanding challenges.</p> <p>Plan and implement next steps (this may include procurement of replacement for SWIFT)</p>		<p>Assessments are timely and of consistently good quality</p> <p>Services are better aligned to meet the needs of customers and deliver optimal outcomes</p> <p>Improved use of data and IT systems</p> <p>Increased service user satisfaction</p>	<p>Q1 - Q4 Identify, manage and resolve issues to ensure ICS is able to be used to contribute towards the needs assessment including</p> <ul style="list-style-type: none"> ▪ Take - up by practitioners and managers ▪ Software and hardware ▪ Upgrades to increase speed of system ▪ Increasing capacity of ICS (fields) 	MCM

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Ensure residents are free from harm						
Service Improvement Improve awareness of private fostering arrangements to meet legal requirements. CSPF Outcome 4	Review performance around notifications (Notifications to Children's Services by outside agencies that a child is living in a private fostering arrangement Implement action plan following positive inspection in 2008/09 Review performance and determine future actions Project complete			Increased notifications of children and young people in private fostering arrangements	Q1 - Q4 Review progress made towards implementing action plan at Performance senior management team meetings	MCM
Improve support for children and young people where parents misuse substances and experience Domestic Violence	Support development of a hostel in Sunderland for perpetrators of domestic violence. (Safeguarding is not leading this development but is working on this with Wearside Women in Need and Safer Sunderland Partnership)	Joint training across Children's Services social care and Adult Social Services Embedding of CAF in services working with adults who are parents/carers. (Link to 6f.3 Corporate risk profile)	Extend joint training with Adult Services. Review existing arrangements with adult services	High reporting and low incidence of Domestic Violence Improved arrangements for supporting whole family affected by parental behaviours Improved multi-agency arrangements and working and recognition of impact on children living in neglectful households	Q3 Agreed multi agency Neglect, Assessment and Planning tool to be in use Multi-agency three year Hidden Harm Strategy in place (through SSCB)	MSQA

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Implement the recommendations of the White Paper "Care Matters: Time for Change" (which will be superseded by Children and Young Person's Act) CSPF Outcomes 4, 8, 10	Respond to requirements in Children and Young Person's Act Further develop the Children in Care Council Implement and embed strategy on LAC education Review and strengthen Corporate Parenting arrangements	Respond to requirements in Children and Young Person's Act	Respond to requirements in Children and Young Person's Act. We do not know what the detailed regulations are yet nor the timescale for implementation	All five ECM outcome areas for looked after children and young people are improved	Q1 Review use of Personal Education Allowances (payable from April 2008) Q2 Review the pilot Child in Care Council Q1 - Q4 Virtual Headteacher to implement education related matters	MSLAC
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Implement a modern and fair recruitment and retention structure and implement modern HR and Payroll processes						
Recruitment and retention of social work staff CSPF Outcome 4	Introduce a new offer to social work staff (including a new grading structure) and use a multi-media strategy to advertise Staff recruitment and retention group to review current recruitment and retention strategy	Develop "grow your own" policy and practice Continue to review current offer to ensure Sunderland attracts experienced workers	Continue to review current offer to ensure Sunderland attracts experienced workers Review relationships with local Universities to ensure Sunderland attracts best newly qualified social work staff	Increase in the number of qualified and experienced staff recruited Improved retention staff rates More competitive offer with neighbouring Local Authorities Reduced use of agency staff	Q1 Newly recruited staff in post Q1 - Q4 Review of recruitment and retention strategy	MCM
Recruitment and retention of foster carers CSPF 4	Implement the Children Looked After (CLA) Prevention and Placement Strategy	Implement and monitor the CLA Prevention and Placement Strategy	Implement, monitor and review the CLA Prevention and Placement Strategy	Increase in numbers of foster carers recruited and retained Improvements in placement availability and choice	Q1 Implement revised allowances for carers Q1 Increase budget for fee paid carers	MSLAC

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
Service Improvement Support families at an early stage by investing in prevention and early intervention	Staff trained and in place to offer Family Nurturing, triple P and PSA certificate	Establish permanent funding base to maintain Child and Family support service	Funding achieved	Better outcomes for families, (evidenced via the evaluation tool developed for the purpose)	Q1 - Q4 Parenting programmes being delivered	HoS
	Re-align South, East and West to configure with Locality Working	Train staff in Mellow Parenting		All workers carrying average caseload of 10 Families per FTE	Q4 First year evaluation undertaken	
Improve parenting support to children and families	Deliver parenting programmes as above	Evaluate impact and effectiveness of support and further develop practice		Young people benefit from sustained family links, continuity of education and identification with community	Q4 Conduct and publish first year evaluation, including no. of parenting programmes delivered and resulting outcomes	MCM
	Develop PSA role			Reduction in numbers of children looked after (to 64 per 10,000 in March 2009)		
Improve Contact arrangements for children subject to court proceedings	Research models of contact and assess cost effectiveness	Operational model in place		Improved experience of contact for Children Looked After	Q1 Complete research, identify options and plan to pilot chosen option	
CSPF Outcome 4						

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 9						
Objective: Strengthen community leadership role and the role of the Sunderland Partnership						
Service Improvement Ensure professionals in all agencies have a clear understanding of children in need and child protection thresholds, to ensure the appropriate children are referred to the appropriate statutory service CSPF Outcomes 4, 10	Continue to provide training to multiple agencies regarding children in need and Child Protection thresholds	Begin to review and revise Sunderland Safeguarding Children Board Procedures	Publish reviewed and revised Sunderland Safeguarding Children Board (SSCB) procedures reflecting agreed thresholds	Consistency in application of thresholds of children who are the subject of Child Protection Plans initially, subsequently and at point of the plans ending Increase the number of children in need with a multi-agency plan	Q4 Training programme delivered and reviewed	MSQA
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance customer services						
Service Improvement Improve the transition for disabled young people from Children's to Adult Services CSPF Outcomes 4, 8, 10	Review transition working with adult services Project complete			Consultation findings show improved outcomes and reported experience for young people as they become adults	Q1 New Person Centred Planning (PCP) service established within HHAS - where HHAS will take responsibility for PCP, for young people from the age of 14, who are likely to need social care services into adulthood Joint transition service to commence Q1 - Q4 Planning and progress discussions between Children's Services and HHAS	MSDC

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Increase Short Break opportunities for disabled children and their families CSPF Outcome 4, 8	Implement Aiming High for Disabled Children Pathfinder Programme (three year programme)	Programme complete by March 2011. Consider exit/sustainability strategies		Services transformed with higher levels of satisfaction reported by families through NI54 Increased access to short breaks Increased number of disabled children and young people accessing short breaks	Q1 Commission after school, weekend and holiday activities Q4 Set up a Participation Fund to enable easier access to universal services, without the need for a formal social care assessment Have in post a Participation Officer who will engage disabled children and young people and ensure their views contribute towards decision making Q1 - Q4 Consult with parents to ensure the right information is provided in the best way	
<p>CORPORATE IMPROVEMENT PRIORITY 4 Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life</p>						
<u>Service Improvement</u> Improve outcomes for children and young people living in children's homes CSPF Outcomes 4, 8	Reduce occupancy of children's homes to a maximum of 6. Implementation plan identified to achieve this Increase fostering capacity	Refurbishment programme for children's homes		Young people are supported throughout the transition from childhood and adulthood in a safe environment Children's homes satisfy all minimum standards	Q1 - Q4 Children's homes inspected twice per year Q1 - Q4 Refurbishment programme for 3 children's homes	MSLAC

CHILDREN'S SERVICES

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Support people to be active citizens and free from involvement in crime, disorder and substance misuse						
Service Improvement Reduce offending amongst children looked after CSPF Outcomes 4, 8	Implement strategies to reduce offending	Review data around children looked after and offending. Evaluate impact of interventions to reduce and prevent offending behaviour. Determine future service requirements to reduce and prevent offending behaviours	Review data around children looked after and offending and determine future service requirements	Reduction in number of Children Looked After who offend	Q1 Conclude Turning the Curve Exercise and implement strategies Review predictive assessment tools to identify potential offenders Q1 - Q4 Develop restorative approach within schools	MSLAC

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Outcomes for children and young people have continued to improve and the services rated as 'adequate' through the Joint Area Review (JAR) inspection in 2007 have been rigorously reviewed using the Council's Business Improvement Team and the Improvement and Development Agency (IDeA). In the Annual Performance Assessment (APA) of Children's Services in November 2008, Inspectors judged that there has been a significant improvement in the safeguarding of children and the 'Staying Safe' judgement has increased from 'adequate' to 'good'.

Further external verification has taken place within the Service. An Ofsted inspection of private fostering arrangements in June 2008 graded them as 'good' and an Ofsted inspection of adoption arrangements in August 2008 graded them as 'good' with outstanding features.

To ensure efficiency within the service, a robust Quality Assurance (QA) process has been implemented. As part of this process, independent services have been commissioned to assess casework. A robust QA process is in place with internal and independent auditing and evaluations undertaken to an agreed schedule.

Sunderland spending on safeguarding children and young people in 2007/08 was median when compared to its statistical neighbours. This is consistent with the comparative position in previous years but performance continues to improve. The council continues to address the demands through a range of modernisation programmes which are preventative in nature and seek to reduce the number of children who enter the looked after system, and provide services which improve outcomes for children.

The success of the strategy for looked after children is reflected in performance data which shows:

- After a period where the number of children subject of a child protection plan increased (between 2003/04 and 2005/06), peaking at 43 per 10,000, the rate has dropped in the last two years to 35 per 10,000 in 2006/07 and 32.9 per 10,000 in 2007/08. The improved performance means that the authority is now in line with comparator authorities
- There has been a steady decline in the percentage of looked after children in residential accommodation. Figures have fallen from 18.9% in 2003/04 showing a year on year reduction to 13.6% in 2007/08
- Between March 2005 and September 2008, the number of children in the looked after system reduced from 448 to 401
- There has been an improvement in the percentage of looked after children being adopted (BVPI 163 / PAF C23). Having been 7.2% in 2005/06 it improved to 8.3% during 2006/07, and rose further still to 9.2% at the end of 2007/08.

CHILDREN'S SERVICES

SAFEGUARDING

Additional investment in the fostering service during 2009/10 has been secured to improve recruitment and retention of carers. This investment will be used to expand the foster care worker scheme in order to provide more appropriate in house placements which is intended to reduce the use of out of authority placements.

A Business Improvement Programme Safeguarding Project has been initiated, phase one of which will focus on 5 elements:

- The development of mobile working through wireless technology
- Locality based working across case management linked to the development of the council's 5 Local Areas
- A review of Business Support to ensure that it is fit for purpose
- Pilot solutions to enable the production of minutes in a timely way
- Examine ways of processing contacts from the Police (a significant and time consuming proportion of contacts made to children's social care).

The budget for 2009/10 has been set, taking into account efficiency savings of £1,147,000. This has been achieved following a base budget review exercise across the Safeguarding budget where 2 key efficiency themes emerged:

- Review of existing management arrangements and attainment of service efficiencies with no adverse impact on service delivery (£302,000)
- Review of operational arrangements for Children's Homes against existing and future requirements (£845,000).

FINANCIAL

CASE MANAGEMENT

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	5,068,225	5,211,819	5,224,578	Employees	5,418,809
2	51,159	62,331	72,040	Premises	63,174
3	359,944	285,901	285,901	Transport	286,068
4	618,636	469,264	744,942	Supplies and Services	410,204
5	492,807	490,513	501,595	Third Party Payments	517,447
6	199,280	214,620	214,314	Transfer Payments	216,041
	<u>6,790,051</u>	<u>6,734,448</u>	<u>7,043,370</u>		<u>6,911,743</u>
7	274,306	16,169	157,169	Less Income	46,492
	<u>6,515,745</u>	<u>6,718,279</u>	<u>6,886,201</u>	Delegated Budget	<u>6,865,251</u>
				Non-Delegated Items	
8	1,349,176	1,272,754	1,272,754	Central Support Service Recharges	1,443,238
9	418,057	412,228	412,228	Departmental Administration	478,559
10	7,682	16,409	16,409	Repairs and Renewals	17,191
11	8,000	8,000	8,000	Asset Charges	8,000
12	203,441	237,867	(110,474)	Employees - FRS 17 Pensions	(107,260)
	<u>1,986,356</u>	<u>1,947,258</u>	<u>1,598,917</u>	Non-Delegated Budget	<u>1,839,728</u>
	<u>8,502,101</u>	<u>8,665,537</u>	<u>8,485,118</u>	TOTAL BUDGET	<u>8,704,979</u>
	180.5	181.0	181.0	Total No. of Staff	177.7

Responsible Budget Holder
Assistant Head of Safeguarding

CHILDREN'S SERVICES

SAFEGUARDING

CENTRAL BUDGETS AND EXTERNAL PLACEMENTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	195,910	135,343	135,537	Employees	259,923
2	8,842	11,711	11,706	Premises	12,166
3	2,044	9,908	9,908	Transport	9,756
4	838,223	725,071	686,788	Supplies and Services	558,550
5	2,337,959	1,772,414	1,800,929	Third Party Payments	1,802,521
6	25,000	50,000	50,000	Capital Financing	50,000
7	121,918	0	0	Delegated Budget c/fwd	0
	<u>3,529,896</u>	<u>2,704,447</u>	<u>2,694,868</u>		<u>2,692,916</u>
				Less Income	
8	2,035,553	1,521,554	40,605	Income	41,417
9	5,325	0	0	Delegated Budget b/fwd	0
	<u>1,489,018</u>	<u>1,182,893</u>	<u>2,654,263</u>	Delegated Budget	<u>2,651,499</u>
				Non-Delegated Items	
10	244,459	253,814	253,814	Central Support Service Recharges	218,073
11	124,783	124,021	124,021	Departmental Administration	127,121
12	0	65,828	65,828	Asset Charges	0
13	9,775	5,588	(2,605)	Employees - FRS 17 Pensions Adjustment	(3,423)
	<u>379,017</u>	<u>449,251</u>	<u>441,058</u>		<u>341,771</u>
14	<u>425,957</u>	<u>205,302</u>	<u>205,302</u>	Less Income	<u>334,072</u>
	<u>(46,940)</u>	<u>243,949</u>	<u>235,756</u>	Non-Delegated Budget	<u>7,699</u>
	<u>1,442,078</u>	<u>1,426,842</u>	<u>2,890,019</u>	TOTAL BUDGET	<u>2,659,198</u>
	8.0	4.0	4.0	Total No. of Staff	5.0

Responsible Budget Holder
Head of Safeguarding

CHILDREN'S SERVICES

SAFEGUARDING

SAFEGUARDING CHILDREN UNIT

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	854,346	960,292	989,039	Employees	1,115,076
2	2,694	2,388	2,908	Premises	2,569
3	17,034	17,643	17,643	Transport	13,906
4	40,874	72,383	77,383	Supplies and Services	89,388
5	2,249	0	0	Third Party Payments	53,195
	<u>917,197</u>	<u>1,052,706</u>	<u>1,086,973</u>		<u>1,274,134</u>
6	59,035	83,480	30,967	Less Income	79,466
	<u>858,162</u>	<u>969,226</u>	<u>1,056,006</u>	Delegated Budget	<u>1,194,668</u>
				Non-Delegated Items	
7	70,374	79,895	79,895	Central Support Service Recharges	73,233
8	37,004	40,631	(18,942)	Employees - FRS 17 Pensions Adjustment	(19,526)
	<u>107,378</u>	<u>120,526</u>	<u>60,953</u>	Non-Delegated Budget	<u>53,707</u>
	<u>965,540</u>	<u>1,089,752</u>	<u>1,116,959</u>	TOTAL BUDGET	<u>1,248,375</u>
	25.6	28.6	28.6	Total No. of Staff	26.5

Responsible Budget Holder

Safeguarding and Quality Assurance Manager

CHILDREN'S SERVICES

SAFEGUARDING

SERVICES FOR LOOKED AFTER CHILDREN

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	4,949,196	4,888,345	4,927,376	Employees	4,544,322
2	441,134	213,280	232,469	Premises	221,024
3	154,053	143,225	150,555	Transport	119,235
4	652,495	581,377	582,838	Supplies and Services	543,375
5	4,470,613	4,658,073	4,796,358	Third Party Payments	4,679,343
6	30,182	35,380	35,780	Transfer Payments	28,005
	<u>10,697,673</u>	<u>10,519,680</u>	<u>10,725,376</u>		<u>10,135,304</u>
7	1,113,126	501,681	134,485	Less Income	134,964
	<u>9,584,547</u>	<u>10,017,999</u>	<u>10,590,891</u>	Delegated Budget	<u>10,000,340</u>
				Non-Delegated Items	
8	504,408	494,190	496,189	Central Support Service Recharges	447,001
9	412,924	407,987	407,987	Departmental Administration	449,537
10	114,747	54,103	54,103	Repairs and Renewals	51,510
11	394,437	67,531	57,638	Asset Charges	57,638
12	188,940	206,458	(87,813)	Employees - FRS 17 Pensions Adjustment	(85,500)
	<u>1,615,456</u>	<u>1,230,269</u>	<u>928,104</u>	Non-Delegated Budget	<u>920,186</u>
	<u>11,200,003</u>	<u>11,248,268</u>	<u>11,518,995</u>	TOTAL BUDGET	<u>10,920,526</u>
	156.0	156.3	156.3	Total No. of Staff	147.1

Responsible Budget Holder

Manager, Services for Children Looked After.

CHILDREN'S SERVICES

SAFEGUARDING

SERVICES FOR DISABLED CHILDREN

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,759,147	1,842,339	1,859,014	Employees	1,684,358
2	97,048	122,927	133,665	Premises	129,641
3	66,126	89,284	89,284	Transport	86,599
4	172,469	158,627	199,645	Supplies and Services	999,698
5	60,286	81,280	81,280	Third Party Payments	67,760
6	129,109	113,151	113,151	Transfer Payments	124,714
	<u>2,284,185</u>	<u>2,407,608</u>	<u>2,476,039</u>		<u>3,092,770</u>
7	369,225	267,911	54,499	Less Income	1,000,386
	<u>1,914,960</u>	<u>2,139,697</u>	<u>2,421,540</u>	Delegated Budget	<u>2,092,384</u>
				Non-Delegated Items	
8	168,565	162,494	162,483	Central Support Service Recharges	112,548
9	24,065	18,372	18,372	Departmental Administration	29,768
10	6,982	17,474	17,474	Repairs and Renewals	16,637
11	8,996	8,996	8,996	Asset Charges	8,996
12	68,597	77,141	(35,963)	Employees - FRS 17 Pensions Adjustment	(36,996)
	<u>277,205</u>	<u>284,477</u>	<u>171,362</u>	Non-Delegated Budget	<u>130,953</u>
	<u>2,192,165</u>	<u>2,424,174</u>	<u>2,592,902</u>	TOTAL BUDGET	<u>2,223,337</u>
	62.5	61.5	61.5	Total No. of Staff	63.1

Responsible Budget Holder

Strategic Manager, Services for Disabled Children.

FURTHER INFORMATION

For further information about the service please contact

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Services for Looked After Children: Nick Murphy Tel: 0191 566 3235; email: nick.murphy@sunderland.gov.uk

Use the Internet to find more information on

- The Safeguarding Service at www.sunderland.gov.uk/Public/Editable/Themes/childrens-services/stay-safe.asp
- Sunderland Safeguarding Children Board (SSCB) at <http://www.sunderlandchildrenstrust.org.uk/profs-safeguardboard.asp>
- Services for disabled children at www.sncwd.org.uk

CHILDREN'S SERVICES

MEMORANDUM ITEM

EDUCATION AND CHILDREN'S SOCIAL CARE RELATED EXPENDITURE

	Original Estimate 2009/10 £000s
Schools Block Base Budget 2008/09	168,720
Reduction in final DSG due to the opening of Academy 360 in September 2008	(2,865)
Increase in Learning and Skills Council 6th Form Funding	489
Schools Block Base Budget 2009/10	166,344
Individual School Budget (including contingency) increases :	
Full year reduction in DSG due to the opening of Academy 360 in September 2008	(2,046)
Reduction in pupil numbers protected by 2% floor	(3,735)
Minimum Funding Guarantee	3,978
Funding to Needs led formula requirement	1,069
Additional Funding to meet DSG requirements	270
Schools Block Other increases:	
Inflation and School Pressures	438
Catering Client Function	150
Education Safeguarding Team	84
Schools Block Draft Budget 2009/10	166,552
Dedicated Schools Grant (Indicative)	159,935
Learning and Skills Council	6,617
Amount above Dedicated Schools Grant	0
Education LA Draft Budget	34,910
Children's Social Care	
RCCO	50
Service Strategy	127
Commissioning and Social Work	10,723
Children Looked After	12,589
Family Support Services	1,618
Youth Justice	2,024
Asylum Seekers	0
Other Children's and Families' Services	2,675
Total Children's Social Care Budget	29,806
Total Children's Services Budget	64,716

CHILDREN'S SERVICES

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS

The following page sets out the detail of the trading budgets operated by the Children's Service.

Page No	Service
299	Derwent Hill
300	School Support Services

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the Main Service budget as a result of generating a surplus or
 - A contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

CHILDREN'S SERVICES

TRADING OPERATIONS - DERWENT HILL

DERWENT HILL

Details of the service roles and responsibilities are provided on page 250.

FINANCIAL

The financial objective of the trading operation at Derwent Hill is to break even on its delegated budget through income generating activities. The delegated budget reflects a departmental contribution to fund Educational Visit Advisory Service undertaken by Derwent Hill on behalf of the Directorate.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	802,480	818,169	826,430	Employees	843,906
2	108,625	89,071	139,178	Premises	92,462
3	23,693	27,050	27,050	Transport	26,990
4	254,715	277,023	275,123	Supplies and Services	254,561
	<u>1,189,513</u>	<u>1,211,313</u>	<u>1,267,781</u>		<u>1,217,919</u>
				Less Income	
5	1,068,094	1,106,174	1,106,174	Income	1,103,544
6	0	0	35,000	Delegated Budget b/fwd	0
	<u>121,419</u>	<u>105,139</u>	<u>126,607</u>	Delegated Budget	<u>114,375</u>
				Non-Delegated Items	
7	81,420	78,947	78,947	Central Support Service Recharges	51,212
8	25,336	27,863	27,863	Repairs and Renewals	26,528
9	53,690	36,756	36,756	Asset Charges	36,756
10	18,687	21,382	(9,967)	Employees - FRS17 Pensions Adjustments	(9,502)
	<u>179,133</u>	<u>164,948</u>	<u>133,599</u>	Non-Delegated Budget	<u>104,994</u>
11	<u>300,552</u>	<u>270,087</u>	<u>260,206</u>	DEFICIT OF TRADING ACTIVITY	<u>219,369</u>
	<u>(300,552)</u>	<u>(270,087)</u>	<u>(260,206)</u>	Contribution from Main Service Budget	<u>(219,369)</u>

Responsible Budget Holder
Centre Director of Derwent Hill

CHILDREN'S SERVICES

TRADING OPERATIONS - SCHOOL SUPPORT SERVICES

SCHOOL SUPPORT SERVICES

Details of the service roles and responsibilities are provided within Resources (Page 220) and Standards (Page 236).

FINANCIAL

The budgets below represent the Support Services provided to Sunderland schools. The services are Finance, Personnel, EDIT, Governors and School Improvement.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	839,904	1,137,215	1,164,340	Employees	1,230,847
2	25,634	21,663	24,973	Premises	18,140
3	10,618	15,298	15,532	Transport	11,968
4	160,265	131,186	99,326	Supplies and Services	105,091
5	0	5,699	6,890	Third Party Payments	0
	<u>1,036,421</u>	<u>1,311,061</u>	<u>1,311,061</u>		<u>1,366,046</u>
6	1,036,421	1,311,061	1,311,061	Less Income	1,366,046
	<u>0</u>	<u>0</u>	<u>0</u>	NET COST OF SERVICE	<u>0</u>

Responsible Budget Holder
Head of Service - Resources

ADULT SERVICES

ROLES AND RESPONSIBILITIES

The Adult Services Portfolio aims to promote independence by supporting people to achieve their potential; protect vulnerable people and act as a positive force in promoting social inclusion. These aims are achieved through working in partnership with services within the council, and with the Health, Independent and Third (i.e. not for profit) Sectors.

The Adult Services Portfolio operates within the framework provided primarily by the **Department of Health's 1998 White Paper 'Modernising Social Services'** and the **2006 White Paper 'Our Health, Our Care, Our Say'** to provide essential care, protection and support for vulnerable adults. The scope of social/health care has broadened under the 2006 White Paper from its traditional role to encompass issues for all residents, including well-being, citizenship and participation within the nationally defined responsibilities of a Director of Adult Services, and this has significant consequences for the Portfolio, council and city.

The requirements set out in **Our Health, Our Care, Our Say** are key drivers for change for adult social and health care and well-being. The White Paper sets out the Government's vision for community health and social care over the next 15 years and how services should improve the health, independence and wellbeing of individuals; provide care closer to people's home; put people in control over decisions about their lives and improve support for people with longer-term needs. One of the main directions for the White Paper is to increase choice by developing self-directed support, for example through Individualised Budgets to "pool" resources so that people can decide how to pay for their own care and support, and to improve people's ability to self-direct themselves to services. This includes not only social care, but more universal services, such as those that provide leisure and cultural opportunities. A more general expectation is that the council and city should improve access to, and support within, more universal services for disadvantaged or vulnerable individuals and provide greater engagement to empower individuals to make choices about their lives as citizens of the city.

The new directorate of Health, Housing and Adult Services established in 2007 reinforced the future direction and leadership of the council's agenda for Adult Services. The formation of the new directorate was part of the council's response to the requirements of the White Paper, with one advantage being closer and more integrated working between Housing and Adult Services across a number of different areas. Examples include developing long-term housing support for socially disadvantaged adults which is a key objective for both functions. This is carried out through the development of the Home Improvement Agency (HIA), Suitable Homes for Living Strategy and the participation of social care divisions in the council's regeneration projects (further details of which can be found in the Housing and Public Health Portfolio). The Portfolio has developed its Vision for adult social care for 2025, which is closely aligned with the Sunderland Strategy 2008-2025, as well as the aims and objectives of its partners.

The Portfolio continues to develop its strong partnerships with a number of partner agencies built up over a number of years. In 2007, a Member led multi-agency Adult Social Care Board was established as a formal council committee. Its purpose is to advise on social care developments, to provide earlier engagement with key stakeholders and to ensure that any partnership opportunities with the National Health Service (NHS) and Third Sector, who are represented on the Board, are pursued where there are identified common aims and objectives, strategically or in terms of better delivery of services.

There are four services within Adult Services, which are supported by Workforce Development and Business Support and Performance Commissioning and Change, which both contain support services. The council, Audit Commission and Commission for Social Care Inspection (CSCI) measure progress regularly against a range of national performance outcomes, including those that are part of the National Indicator Set for Local Government. Many of these are cross-cutting issues reflecting the wider national responsibilities of the Director, for example employment issues for people with learning disabilities, rather than simply describing "traditional" social care issues.

In 2006, the Department for Health's White Paper **Our Health, Our Care, Our Say: A New Direction of Community Services** set out objectives for adult social care - which are also those for most citizens. These objectives are used as outcomes to be achieved for individuals supported by the Portfolio. The objectives are:

- Improved Health and Emotional Well-being
- Improved Quality of Life
- Making a Positive Contribution
- Choice and Control
- Freedom from Discrimination and Harassment
- Economic Well-being
- Personal Dignity and Respect.

ADULT SERVICES

In order to deliver these outcomes the Adult Services Portfolio directly provides or commissions, from Third and private sector partners, care and support services for adults including:

- Qualified practitioners to formerly assess and develop care plans with individuals to help meet their needs
- Permanent and short break residential and nursing care
- Care at home including home support and meals at home
- Day care and day opportunities
- Financial support for individuals through Direct Payments
- Equipment and minor adaptations
- Professional support for example to access cultural, leisure and employment opportunities in line with the six objectives above
- Telecare services.

PORTFOLIO CONTEXT

Statutory Context

Most Adult Services functions are provided through statute. Key Acts are the **National Health Service and Community Care Act 1990**, **Care Standards Act 2000** and the **Health and Social Care Act 2001**. As part of these statutory arrangements, the Department of Health published **Standards on Fair Access to Care Services (FACS)**, which set a national framework by which individual social care agencies should access the eligible social care needs of individuals. All the above reinforce the requirement for individual assessment and service provision to agreed standards, with appropriately trained staff, placing greater emphasis on working in partnership with people who use services, their carers and other agencies.

In line with the Department of Health FACS Guidance in 2003, the Portfolio implemented a local policy statement as the FACS Guidance is issued under Section 7(1) of the Local Authority Social Services Act 1970 within which the council has to operate. The intention of FACS is to create a consistent approach to eligibility decisions about people with differing but eligible needs within a local authority area. This framework sets out clearly the circumstances that make individuals eligible for help, and it is an individual's assessed needs and the risks that they face that are key to maintaining an individual's independence. An operational framework, the Statement of Purpose, supports the policy. In 2007, the council reviewed its application of FACS policy and improved its interpretation to help staff promote customers' moving to greater independence and choice, including encouraging staff to work with individuals to signpost or support them into a range of universal and Third Sector services. The Adult Social Care Partnership Board approved the revisions to the FACS eligibility criteria and Statement of Purpose. Part of this revision was to re-affirm provision of services across all four FACS bands, i.e. from 'low' to 'critical', and the council is now one of only four authorities in England to continue to do so. This reflects Members' ongoing commitment to providing care and support to all eligible individuals in the city, including through low-level, more preventative services.

The Portfolio also has specific responsibilities associated with safeguarding vulnerable adults from harm and abuse, whether customers of the service or more generally residents of the city. This is through formal statutory protection processes, such as the Multi-Agency Protection of Vulnerable Adults, for which Health, Housing and Adult Services is the co-ordinating body across a number of partners, including the wider council, NHS and the Independent and Third Sector. Alongside the inspection body, the CSCI, the Portfolio also has related responsibilities to assure the quality of social care and support available for both its customers and all residents of Sunderland. This is specifically to ensure that both registered and unregistered direct, independent and Third Sector provision is of adequate quality (often laid out within statutory minimum standards). In 2007, the **Mental Health Capacity Act** was given royal assent, and this sets out responsibilities for local authorities to provide appropriate advocacy arrangements for people that might need assistance in providing informed consent to their care and support, for example those with severe dementia. The Portfolio now fully meets the requirements of the Act, with suitable arrangements in place to discharge its responsibilities.

There have been service specific changes in legislation, the key change being the **2006 White Paper 'Our Health, Our Care, Our Say'**. Most of the changes put more emphasis on prevention, as well as the concept of vulnerable individuals and their families exercising more choice and control over decisions about their lives. The scope of recent publications is therefore wider than just social care and sets out a framework to improve the life chances of specific groups of individuals. This has also included new and wider nationally defined responsibilities for Directors of Adult Services, a requirement to improve partnership working with health agencies, and making a number of joint appointments including that of the Director of Public Health within the council. This includes a statutory duty to develop a Joint Strategic Needs Assessment to inform planning to protect and improve the well-being of all residents.

ADULT SERVICES

The groundbreaking concordat '**Putting People First**' sees Central Government, Local Government, professional leadership of adult social care and the NHS jointly committing to a radical transformation of care services over a three-year period to March 2011. It introduces the notion of personalisation, and signifies that this is the direction, which all individuals and their carers should expect from social care. Central to the transformation programme are:

- Personal budgets for people who receive funded care, in order to make reality of the choice and control agenda
- Commissioning that incentivises and stimulates high standards of care and dignity for individuals
- Universal information, advice and advocacy services via a 'first stop shop' approach
- Common assessment process that has greater emphasis on self-assessment
- Carers and families to be treated as experts and involved in care planning
- Closer collaboration between NHS and local government so people receive more co-ordinated and efficient support in the community.

From 2000, the Department of Health published or revised a number of **National Service Frameworks (NSFs)** regarding the health of vulnerable people, including Older People, those with Mental Health Issues and Life-long Neurological Conditions. These papers have helped shape delivery of adult social and community health services for customers, and have promoted strong partnerships between the council and health agencies. Other guidance includes the **Community Care (Delayed Discharges) Act 2003**, which concerns reimbursement between councils and the NHS where the discharge of patients is delayed as a result of the council. This guidance also covered implementation of NHS funded nursing care from 2003.

Local Socio-Economic Change

Sunderland has a population of 223,400 adult residents (in 2007), of which 45,800 are aged 65 years or over. The older population is rising as the overall population is declining, with particular increases in the number of people aged 85 and over, often those that tend to be the most vulnerable group of older people and require the most support. By 2025, the population of those aged 65 and over is projected to rise to 59,500, with nearly 8,000 aged 85 and over.

Sunderland has substantial levels of deprivation relating to social and health problems amongst the population, with mortality rates, although improving, continuing to be higher than the England position. Some 51 out of Sunderland's 188 Super Output Areas were among the most deprived 10% in England, whilst 44 of the 188 were in the most deprived for income deprivation. Just less than one quarter of people aged 18 to 64 years reported a life-limiting condition in Census 2001 and it is estimated that around 2.4% of the overall population have learning disabilities. The number of people with these disabilities will fall as the general population in this age range is expected to fall, but those with more significant learning disabilities are expected to increase to 1,500 people by 2021. Around one in five people in Sunderland has a mental health problem at any given time.

There are significant variations between wards in terms of both health and deprivation inequalities in Sunderland. Emergency hospital admission rates in the city remain higher than the national position, but recently the number of admissions started to fall, particularly for older people, as a result of a greater range of preventative health and social care advice, support and services available within the city.

It is estimated that around 40% of people aged 65 and over have problems with some aspects of daily living, compared to a figure of 30% for England. Even if it is assumed that the health of the population improves over the next 15 years, the number of older people with these functional dependencies amongst the older population is projected to increase by 28% to 22,400 older people by 2022, simply because there will be more older people - living longer - in Sunderland. The changes in the population will also mean that there will be changes in the present health conditions, for example, it is expected that the number of older people with dementia in the city will increase by 33% to 4,100 by 2022.

All of these issues mean that Sunderland has a higher level of social care need than the England position. In response to this, the Portfolio continues to provide against all four of the Department of Health's Fair Access to Care service bands, i.e. providing clients assessed as 'critical' through to 'low' with services. This is true of only four English authorities and reflects a policy decision supported by Members to continue to support clients with low-level, preventative services. How to best provide these services in the future within the new context of the White Paper, and related publications, will be a challenge for the city as a whole during 2009/10 and beyond.

The majority of vulnerable, often older, people choose to live at home and the Government requires local authorities to provide more services that enable older people to do so. Providing a diverse range of services to meet assessed need and support people to remain in their own homes requires planning and managing of the social care market to ensure these services. Part of Adult Social Care's development planning is to re-position itself from being a direct provider, to a commissioner, of social care services, whilst ensuring that there is no deterioration in the quality of service offered to vulnerable people and their families.

ADULT SERVICES

Other Key Issues

The Adult Services Portfolio, along with the Housing and Public Health Portfolio, published a Vision for 2025, representing the long-term direction of the Directorate of Health, Housing and Adult Services, supported by three-year Delivery Plans through the Corporate Planning process. This is aligned with the vision of the Sunderland Strategy 2008-2025 and the Local Area Agreement 2008-2011 onwards, the development of which the Portfolio contributed to. The Portfolio's Vision is supported through a three-year Delivery Plan for adult social care setting out how it will meet the challenges that it faces in light of the implications of the White Paper. The Plan sets out what the Portfolio will achieve over the next three-years, and forms much of the basis of Actions for Improvement highlighted in the Portfolio and individual Service sections.

The individual aims of the Vision and Delivery Plan are:

- Aim 1 - Choice and Control - to empower people to identify, choose and control the support or care they need to live life as they want
- Aim 2 - Independent Living - for every person to have the support to live independently in their own home or community, if that is what they want
- Aim 3 - Equal Access for All - to work with partners to improve access to services and opportunities for all sections of the community, in order that people lead the fulfilling lives they want
- Aim 4 - Improving Health and Well-being - to enable people to access a range of early and preventative interventions that prevent or delay decreasing independence
- Aim 5 - Better Commissioning - to deliver outcome based commissioning that provides people with the services they value most, alongside ensuring that they are cost effective.

Plus a sixth aim:

- Aim 6 - Managing the Resources - to ensure that there are adequate resources and logistical support to achieve the five other aims, e.g. Workforce Development, IT resources etc, and that this is linked to the Corporate Improvement Priorities linked to managing the resources.

The Delivery Plan is developed around the transformation of adult social care delivery described in the White Paper, but also what individuals and their representatives say they want in Sunderland - greater independence in their own homes. The Plan sets out 25 inter-linked projects to be delivered that will support the transformation of adult social care over the next three years. The projects have been categorised under the five aims, and there are a number of projects which have been identified to be initiated from October 2008, as outlined in the Actions for Improvement.

The Portfolio will continue to improve its strong partnership arrangements, particularly with the NHS. City Hospitals Sunderland has Foundation status and the Portfolio is working with it to establish a joint Health and Social Care Foundation Community that will enable consultation with the public on major changes relating to Health and Social Care.

The Portfolio also continues to develop its strong partnerships with the NHS built up over a number of years, and these were maintained following the national re-organisation of primary care. A number of formal Health Act Flexibilities exist between the Teaching Primary Care Trust and Health, Housing and Adult Services directorate, which include pooled budgets.

In 2008/09, the Portfolio strengthened this relationship with the joint appointment of a Locality NHS Service Manager within the new senior management structure in Health, Housing and Adult Services to provide more effective co-ordination of operational services. The post is responsible for the operational delivery of community nursing services in Sunderland. The Portfolio continues to work in partnership with the Third Sector to improve the range of preventative services available to residents.

The CSCI judges the Portfolio's performance annually and has consistently been rated amongst the (top-band) three star Adult Social Services in England, the inspection judgement is that social care outcomes for people are 'excellent', with 'excellent capacity for improvement'.

ADULT SERVICES

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Independent Living We will aim for people to have the support to live independently in their own home or community</p>	<p>Yes - First phase of Homes for Life Programme (now called Commissioning Strategy for Vulnerable People) progressing, with an Extra Care facility, a form of sheltered accommodation with additional personal care, in Silksworth and two other facilities progressed as planned in Washington and Hetton</p> <p>Yes - BIP project completed and identified improvements implemented</p>	<p>Ensure that vulnerable people can live independently in a specially adapted property - a key objective for the Portfolio within the LAA</p> <p>Improved customer journey by putting them at the heart of service delivery, so that there is a more effective way of delivering support to people more quickly and they have greater choice about how this is achieved. Ensure that council achieves greater value for money in terms of the delivery chain, demonstrable improvements in terms of timescales for assessment</p>		SP 2
<p>Choice and Control We will empower people to identify, choose and control solutions to meet needs for self-identified outcomes about their life and life opportunities</p>	<p>Partially - Care Management and Assessment Project produced revised Delivery Model to be implemented in 2009/10, which includes self-directed support model. Independent advocacy now in place for all client groups, including for Mental Capacity</p> <p>Yes - The approach to commissioning now explicitly includes outcome-based service specification for contracts and contract management arrangements</p>	<p>Ensure that vulnerable people can live as independently as possible and have support tailored to their chosen needs and preferences, including financial control over their care and support - a key objective for the Portfolio within the LAA - and this represents good value for money</p>		SP 2

ADULT SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
Equal Access for All We will work with partners to improve access to services and opportunities for all sections of the community in order that people lead the fulfilling lives they want in the context of the LAA 2008-2011 and Sunderland Strategy 2008-2025	Yes - Number of new schemes within Third and independent sector now in development or supported, and this will be built upon in the Low-Level Prevention Project in the Three Year Plan. Citywide 50+ Strategy and Carers' Strategy developed by end of financial year. Equality and diversity monitoring comprehensively embedded within performance monitoring in all services in Portfolio	Ensure that services are fair and accessible to appropriately reflect Sunderland's diverse population, particularly amongst those that are vulnerable		SP 2
Improve Health and Well-being We will aim to enable people to access a range of early and preventative interventions that maximise their independence within the context of the Health City priority of the LAA 2008-2011	Partially - With further work needed as part of three-year Delivery Plan for Portfolio. NHS agreed to pool resources to commission and grant maintain range of Third Sector projects	Improve health and wellbeing and adult social care outcomes for vulnerable people by providing greater level of prevention at an earlier stage via Third Sector provision		SP 2
Better Commissioning We will deliver outcome based commissioning that provides people with the services they value most, alongside ensuring that they are cost effective	Yes - Revised commissioning model fully developed incorporating all these elements	Ensure that customer outcomes are assured and met through the commissioning process, at the same time as making the best use of resources		SP 2

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Independent Living We will aim for people to have the support to live independently in their own home or community	With partners, implement commissioning strategy for accommodation solutions for vulnerable people including supporting re-settlement for people with disabilities and Extra Care for older people	With partners, finalise delivery of key elements of accommodation solutions within 3 Year Delivery Plan and continue implementation across client groups, subject to available funding	Complete full delivery of accommodation solutions programme subject to funding and review effectiveness of strategy and plan for next 3 Year Delivery Plan	Assist vulnerable people in their daily living and in outcomes tailored for them, and promoting their independence, including helping them with their accommodation solutions, via more joined up support	Q4 Publication of commissioning strategy for accommodation solutions, with a delivery programme to maximise funding opportunities Q4 Opening of 3 Extra Care sites in city	DHHAS

ADULT SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Develop and commission community-based intensive social care solutions as part of care pathways, including technology-enabled ones, e.g. Telecare and Tele-Health solutions with partners	Complete implementation of intensive care solutions, integrating personalisation of support, e.g. via Individualised Budgets	Review care pathways and intensive support models and resulting commissioned services and identify future areas for development in next 3 Year Plan		Q4 Development of comprehensive set of intensive support models and pathways	
Choice and Control We will empower people to identify, choose and control solutions to meet needs for self-identified outcomes about their life and life opportunities	Working with partners, complete implementation of Care Management and Assessment project to improve access to advice, information and support about how people can receive the help they would like in daily living	Evaluate outcomes of implementation of Care Management Project and identify opportunities for further development for next 3 Year Plan		Deliver advice, care and support more quickly and effectively to customers by placing them at the heart of service delivery	Q4 Production and implementation of Care Management and Assessment Process Model	DHHA S
	Develop personalised support solutions for individuals, including implementation of support models (e.g. care brokerage, Individualised Budgets (IB) etc.)	Fully implement personalised support solutions for individuals across council and with wider city partners, including outcome-based arrangements	Review implemented solutions about access to advice, information and personalised support and identify future areas in next 3 Year Plan	Improve resident and customer outcomes by assisting individuals to identify and access personalising solutions that meet their needs and preferences, including through advice, information and practical support	Q4 Production of self-directed support models, including implementation of specific elements, e.g. care navigation/ brokerage, IBs	

ADULT SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Better Commissioning We will deliver outcome-based commissioning that provides people with the services they value most, alongside ensuring that they are cost-effective</p>	<p>Work with direct, Independent and Third Sectors to implement Portfolio and joint comprehensive arrangements to deliver on commissioning cycle and personalisation agenda, including contract management</p>	<p>With partners, complete implementation of joint commissioning arrangements. Manage and assure care sector market in Sunderland and work with sectors to deliver on capacity building and refine future needs analysis and commissioning intentions</p>	<p>Review commissioning arrangements and market management and identify future areas in next 3 Year Plan</p>	<p>Improve daily living and outcomes for individuals, e.g. in terms of making a positive contribution, improving quality of life, through commissioned or personalised services, whilst making best use of available resources</p>	<p>Q1 Implementation of commissioning framework embedded in council's approach to commissioning and roll out of specific contract management arrangements</p>	<p>DHHA S</p>
<p>Equal Access for All We will work with partners to improve access to services and opportunities for all sections of the community in order that people lead the fulfilling lives they want in context of the LAA and Sunderland Strategy</p>	<p>Work with council and private / public/ Third Sector city partners to deliver programme to "seed" support - sharing staff skills and expertise - to ensure city services better meet needs and outcomes as citizens of those adults with (particularly those with significant) life-limiting conditions or illnesses, particularly in terms of employment, education and training</p>	<p>Further implement programme to ensure individuals are able to make a positive contribution to the life of their communities and the city generally</p>	<p>Complete implementation programme across partner agencies and identify future areas for development in next 3 Year Plan</p>	<p>Improve daily living and outcomes for individuals in context of 7 objectives for adult social care, particularly those that relate to citizenship and inclusive opportunities</p> <p>Improve outcomes for all residents of council, including promoting community inclusion and ensuring council meets Level 5 of Equality and Diversity standards</p>	<p>Q4 With partners, production and implementation of models for employment, education and training for vulnerable people embedded in context of city's economic regeneration</p>	<p>DHHA S</p>

ADULT SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Improve Health and Well Being We will aim to enable people to access a range of early and preventative interventions that maximise their independence within the context of the Healthy City Priority of the LAA	Develop costed joint commissioning programme with the Third Sector and NHS based around health and well being pathways for all client groups to build support to deliver health and well being opportunities for individuals with more complex needs, including those that need re-enablement/ rehabilitation, as well as those that might need more preventative support	Implement commissioning service programme with partners and deliver more joined up approach across health/social care sector	With partners, complete implementation of programme. Review care pathways/ service models in programme and identify future areas for development in next 3 Year Plan	Improve health and well-being for individuals in context of objectives of Healthy City Priority of the LAA by delivering more joined up approach across health/social care sector Ensure help is shaped around individuals' needs and preferences through providing more preventative interventions to individuals earlier	Q4 Evaluation of existing partnership arrangements with health Q4 Production of costed and prioritised joint commissioning programme with partners and deliver specific elements of this programme, including care pathways Q4 Delivery of specific low-level prevention projects in programme	DHHA S

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

A Performance Management Strategy was developed within the council's framework to achieve the objectives of continuous improvement using a Balanced Scorecard approach to balance customer outcomes against service delivery and financial management. The Scorecard is integrated into quarterly delivery meetings with services to review performance and financial management against budget, whilst performance and finance is reported monthly. The Performance Management Strategy is supported through on-line team based performance monitoring, and this will be built upon in 2009/10 to fully integrate customer outcomes with efficient and effective delivery to reflect new performance arrangements. At an individual level, the consultation/appraisal system underpins this Strategy.

The Portfolio is committed to achieving efficiency savings and improving the quality of life for individuals, including empowering them to make choices. One example is the long-term reduction in the number of older people admitted to residential/nursing care, as an increasing proportion of people are supported more intensively at home through preventative measures (for example technologically-enabled solutions) as an alternative.

As the Portfolio becomes more of a commissioner, than direct provider of services, both a greater proportion and range of support is provided to customers via the Independent and Third Sectors. The service will be central to the Portfolio's development of its 15-Year Commissioning Plan and 3-Year Service Delivery Plans, including responsibilities for delivering key elements of the commissioning process. This includes delivering more robust and systematic needs assessment processes, formulating realisable commissioning intentions, supporting procurement processes and delivering contract performance monitoring and evaluation. Corporate Procurement and the Tyne and Wear Care Alliance work in collaboration to produce a unique and rigorous procurement process, designed to maintain a quality assured open standing list of training providers. The 15 year plan will modernise the service which will deliver efficiency savings in many cases. The use of the Independent Sector and Third Sector also offers greater value for money through preventative work and cheaper forms of support.

The number of council-supported admissions of older people to permanent residential/nursing care continued to improve from 98 to 75 per 10,000 population aged 65 and over between 2006/07 and 2007/08. This is not only what most people want in terms of the quality of their lives, but is also generally a less expensive option than institutional care.

ADULT SERVICES

The Portfolio's contribution to outstanding action points from the Comprehensive Performance Assessment (CPA) is complete. An Adult Social Care Partnership Board was established, whilst the resource directory, Starting Point, was also developed. There are a range of additional actions associated with improvements relating to the Use of Resources that the Portfolio adopted, that relate to financial, performance and project management, commissioning and Partnerships. This includes use of the Partnership Code of Practice in those services with formal Partnerships. The Portfolio will continue to respond to any new requirements arising out of the CAA.

Adult Services spend per head of population is ranked as lower quartile when compared to nearest neighbours in 2008/09, despite the high socio-economic deprivation and ill health factors which would, otherwise, be expected to give rise to a higher cost of service. In addition, Sunderland remains one of only 1% of local authorities to provide or commission services in all four Fair Access to Care Bands. This reflects the council's policy to support less complex cases because of the socio-economic / health deprivation and need. Further details of the VfM rankings are shown within the relevant Service Planning pages within this Portfolio.

A Department of Health's Efficiency Gain calculation is provided for adult social care spend, which accounts for inflation in social care. This indicates that the overall year-on-year 'saving' across the Portfolio was £3.1m between 2006/07 and 2007/08, which represents 4.8% of overall expenditure in Adult Services. These efficiencies were delivered at the same time as the Portfolio met its efficiency targets.

Satisfaction levels associated with services are generally positive, with the Portfolio consistently in the top 10% of authorities in terms of overall satisfaction in the national User Experience Surveys.

The Portfolio increased the level of Direct Payments (a means of providing financial support to customers so that they can decide how best to purchase their own care) in 2007/08 and piloted the use of Individualised Budgets. The authority is already one of the highest performing authorities in England in terms of take-up, and this will continue in 2008/09. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with Direct Payments are often less than more "traditional" costs of care. As per the Audit Commission's report, "Choosing Well" (May 2006) - Benefits [of Direct Payments] for local authorities include:

- Lower administration costs, since much of the administration is handled directly by users
- Lower overall costs of provision in cases where prices for direct payments are set at a lower rate than for domiciliary home care.

The budget for 2009/10 has been set taking account of efficiency savings of £3,360,000. Further details of the efficiencies are shown within the relevant Service Planning pages within this Portfolio.

ADULT SERVICES

FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
316	37,067,019	40,958,175	40,907,516	Older People	38,197,916
322	19,625,288	20,416,801	21,396,858	Disabilities	22,180,422
326	0	0	0	Provider Services	0
330	3,843,141	3,746,257	5,089,573	Mental Health Services, Incorporating Rehabilitation And Recovery	5,085,959
				Performance Commissioning and Change:	
334	240,594	239,168	239,169	Service, Strategy and Regulation	341,528
334	778,957	482,000	980,000	Capital Expenditure Charged to Revenue a/c	310,000
338	0	0	0	Workforce Development and Business Support	0
	61,554,999	65,842,401	68,613,116	TOTAL NET BUDGET	66,115,825
	1,529.4	1,617.0	1,643.2	Total No. of Staff	1,579.0

PLANS AND STRATEGIES

- Sunderland's 15 Year Plan for Adult Social Care
- Sunderland's 3 Year Delivery Plan for Adult Social Care
- Housing Strategy for people with Learning Disabilities, 2008
- Modernisation Plan for Services for Adults with Long-term Conditions, Aged 18-64, March 2005
- Housing Strategy for People with Long-term Conditions, January 2007, refreshed 2008
- Partnership Annual Report 2006/07 (including the Partnership Financial Plan)
- Partnership Rehabilitation and Recovery Strategy, 2008 to 2011
- Mental Health Act 2007 Implementation Strategy
- Plans for the modernisation of mental health direct service provision, 2008-2011
- Statement of Purpose, April 2007, refreshed April 2008
- Learning and Development Workforce Strategy, 2008
- Modernisation Programme Services for Older People, April 2006 onwards.

ADULT SERVICES

OLDER PEOPLE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote independence and support and protect vulnerable older people through an assessment of need and provision of care and support services. To achieve this aim, and to contribute to other key objectives within the Healthy City theme of the LAA 2008-2011, the service will:

- Ensure an assessment of individual needs, through care management
- Provide advice, information and support, and help people access care and support to best meet their needs through community/voluntary sector (i.e. "signposting")
- Ensure fair access to support and care, through both directly provided and commissioned services, and hence develop care packages tailored to the needs and preferences of older people
- Deliver or commission specific care services such as intermediate care; home care; day opportunities; short breaks; meals at home - to prevent admission to long term care; unnecessary hospital admission and support on discharge
- Work in partnership with key stakeholders, such as health services and both the independent care and the community/voluntary (Third) Sectors
- Provide support services for carers
- Actively involve older people and carers in shaping, developing and reviewing services
- Ensure vulnerable older people are protected from abuse and poor care standards and help monitor and raise standards in the care sector
- Develop the workforce.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 54	No. of adults 65+ helped to live at home per 1,000 corresponding population	123	126	102	No, there was a decline in the number of people provided with ongoing care plans in 2007/08 and the position needs to improve in 2008/09. The decline was partly due to an increase in appropriate signposting of people to the Third Sector and also less obtrusive ways of monitoring/intervening in people's lives (e.g. use of Telecare sensors/alarms). This PI will be superseded by NI136 (see below)	-	-
NI136	Number of people supported to live independently per 100,000 standardised population	-	-	-	-	3284	3415
NI139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	-	-	-	-	To be baselined as part of Place Survey - results due imminently	To be set after baseline position as part of Place Survey - results due imminently
NI132	% of timescales of Social Care Assessments	-	-	-	-	92%	92.5%

ADULT SERVICES

OLDER PEOPLE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI133	Acceptable waiting time for care packages 18+ years	-	-	-	-	91%	92%
PAF C72	Supported admissions to residential/nursing care per 10,000 population 65+	98	90	74.9	Yes. This continues to be a local indicator in 2008/09	71.2	69.0

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 2

Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home

Service Improvement Promote older people's independence and well-being by working with health partners to develop intensive care and support models at home for older people, e.g. rehabilitation and re-enablement	Develop costings and commission care pathways and models to better support people with more complex needs, incorporating use of Individualised Budget (IBs) Where appropriate, develop solutions with NHS and others, e.g. Registered Social Landlords	Complete commissioning programme and deliver new intensive support models for older people, including via IBs Complete joint commissioning programme with NHS to deliver more joined up intensive support solutions	With partners, review care pathways/ models and resulting commissioned services (and use of IBs) for older people. Identify future development	Help older people with complex needs to assist them in daily living and outcomes promoting independence via more joined up support across partners	Q4 Development of comprehensive set of joined up intensive support models and pathways to meet current and future needs and preferences of older people to be commissioned over next 3 years	GM
Service Improvement Develop range of low-level preventative services to promote older people and carers' independence and promote inclusion via signposting and support to such services	Fully map and work with specialist Third Sector to develop capacity, including "seeding" resources, to deliver low-level preventative services for older people Develop assurance model to ensure these solutions meet needs	With Third Sector, evaluate these solutions to ensure services meet needs via assurance model Work with Sector to improve capacity in more universal Third Sector services to deliver support that includes more vulnerable older people	With Third Sector, review commissioned and other Third Sector services to determine extent to which outcomes and objectives are achieved and outcomes to inform next 3 Year Delivery Plan	Help improve older people's independence and wider outcomes (e.g. greater participation in life of community) by ensuring that needs can be met via more preventative interventions earlier	Q3 Produce commissioning gap analysis of specialist Third Sector and identify how to meet needs Q4 Develop assurance model to ensure Third Sector solutions best meet needs	

ADULT SERVICES

OLDER PEOPLE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Promote older people's independence via developing assessment and care management solutions that better meet the needs and preferences of people that need a 'little bit of help'	Working with partners, implement and evaluate range of pilots aimed at older people to improve access to advice, information and support about how they can receive the help they would like in daily living, including personalised support for individuals	If appropriate, roll out full implementation of successful pilots across city Fully implement personalised support solutions for individuals, including expanding use of mediated assessments, Direct Payments and IBs	Review implemented solutions about access to advice, information and support Review personalised support solutions for older people and plan for future expansion of these solutions	Assist older people in their daily living and shape delivery and care and support solutions around individuals' needs and preferences by ensuring there is greater take up of advice, information and support via council or other sectors	Q4 Implementation and evaluation of specific pilots described in Key Actions Q3 Development of self-directed support models for older people	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for older people and their carers against service delivery and resource management expectations, including the need to deliver value for money. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the Service.

The resource management perspective reviews whether the services provided and outcomes delivered were cost effective and represented value for money. The Service was able to demonstrate that it improved value for money between 2007/08 and 2008/09 (see below) and continues to deliver efficiency savings through actions progressed in its Service Plan. This includes the development of preventative strategies in partnership with other agencies to ensure more older people are supported at home (such as the Prevention Through Partnership schemes with the Third Sector, funded through WNF), rather than in institutional care which, whilst improving the quality of life for individuals is also a less expensive way of supporting older people.

At £162, total planned spend per head of population on older people is ranked upper median in 2008/09 when compared to all metropolitan authorities, which is the same ranking as 2007/08. This represents good value for money, as the council is in the upper 10% of all local authorities in terms of the number of older people helped to live at home (due of its commitment to provide to all 4 national Fair Access to Care Standards bands). In addition, there was a reduction of 8% in the number of placement weeks for older people in residential/nursing care between 2006/07 and 2007/08, and further reductions of 6% between March 2008 and November 2008, as people were supported at home rather than in institutional care. Satisfaction levels with services are generally high, and Sunderland remains one of the highest ranked in England in the 2007/08 National User Experience Surveys amongst those older people receiving equipment/minor alterations.

As the service becomes more of a commissioner, than direct provider, of services, a greater proportion, and range of support is provided to customers, via the Independent and Third Sectors. The service increased the level of direct payments by 38%, a means of providing financial support for care to Older People between 2006/07 and 2007/08, and further increase of 1% between March 2008 and November 2008. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, as the costs associated with direct payments are often less than more traditional costs of care.

As per the Audit Commission's report, "Choosing Well" (May 2006) - The Benefits (of Direct Payments) for local authorities include:

- Lower administration costs, since much of the administration is handled directly by users
- Lower overall costs of provision in cases where prices for direct payments are set at a lower rate than for domiciliary home care.

ADULT SERVICES

OLDER PEOPLE

The Older Persons service aims to promote the independence of older people and is operating a number of modernisation programmes which will also reduce the costs associated with residential/nursing care, to include the redesign of Telecare, including the Overnight Service. The latter utilised existing staffing resources/equipment plus additional reinvestment of staff/equipment and generated estimated efficiency savings of approximately £220,000 during April 2008 to November 2008.

The development during 2009 of three Extra Care Accommodation schemes at Silksworth, Washington and Hetton will have the potential to prevent hospital bed blocking; provide an alternative to residential care; give residents and the wider community access to social inclusion activities. Wellbeing and social activities are provided from the scheme which can help to provide fun, social interaction and exercise with the aim to improve health and quality of life for people living in extra care and those in surrounding communities. The development of Extra Care Accommodation will reduce the number of Older Persons being placed into residential/nursing care. This is not only what most people want in terms of the quality of their lives, but is also generally a less costly option than institutional care.

The service operates an intermediate care pooled budget with the TPCT which has prevented admissions to permanent residential/nursing care. It has been estimated that 60 older people who were at risk of admission to permanent residential/nursing care were able to return home during the period October 2007 to September 2008.

The budget for 2009/10 has been set taking account of efficiencies arising from:

- A review of residential accommodation services to improve opportunities for people to continue to live at home (£796,000)
- Re-provision of day opportunities within sheltered accommodation (£20,000)
- The implementation of the next stage of the Directorate of Health, Housing and Adult Services prevention strategy (£75,000)
- A review of the workforce (£406,000)
- A review of income earning opportunities (£539,000).

ADULT SERVICES

OLDER PEOPLE

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	6,811,365	7,318,003	7,594,927	Employees	5,478,479
2	254,783	259,502	297,832	Premises	144,946
3	396,886	350,126	394,184	Transport	318,153
4	732,308	631,882	694,641	Supplies and Services	1,292,231
5	39,261,703	39,986,825	39,883,454	Third Party Payments	38,259,728
6	264,535	266,435	266,435	Transfer Payments	374,912
7	88,158	0	0	Resources c/fwd	0
8	61	0	0	Capital Expenditure Charged to Revenue a/c	0
	<u>47,809,799</u>	<u>48,812,773</u>	<u>49,131,473</u>		<u>45,868,449</u>
				Less Income	
9	3,740,651	978,662	288,539	Grants-Revenue	0
10	12,350,404	11,672,096	11,163,178	Client Contributions	10,416,868
11	6,522,352	6,522,052	6,545,980	Primary Care Trusts	6,486,019
12	79,254	82,956	82,956	Other Income	84,197
13	0	0	88,158	Resources b/fwd	88,158
	<u>22,692,661</u>	<u>19,255,766</u>	<u>18,168,811</u>		<u>17,075,242</u>
	<u>25,117,138</u>	<u>29,557,007</u>	<u>30,962,662</u>	Delegated Budget	<u>28,793,207</u>
				Non-Delegated Items	
14	278,798	313,966	(152,451)	Employees - FRS17 Pensions Adjustment	(105,560)
15	12,696,530	10,991,480	9,853,651	Departmental Recharges	8,976,900
16	839,151	584,564	583,646	Central Support Service Recharges	599,348
17	93,514	71,594	71,594	Repairs and Renewals	68,478
18	50,442	51,108	199,958	Asset Charges	42,995
	<u>13,958,435</u>	<u>12,012,712</u>	<u>10,556,398</u>		<u>9,582,161</u>
				Less Income	
19	2,008,554	611,544	611,544	Departmental Recharges	177,452
	<u>11,949,881</u>	<u>11,401,168</u>	<u>9,944,854</u>	Non-Delegated Budget	<u>9,404,709</u>
	<u>37,067,019</u>	<u>40,958,175</u>	<u>40,907,516</u>	TOTAL BUDGET	<u>38,197,916</u>
	231.1	248.0	257.3	Total No. of Staff	174.8

Responsible Budget Holder
Deputy Head of Adult Services

FURTHER INFORMATION

For further information about the service please see the Modernisation Programme Services for Older People (includes Workforce Strategy; Home Care strategy; Re-provision of Direct Services Strategy; and Communications Strategy: Telecare Strategy or contact Norman Taylor, General Manager, Tel: (0191) 566 2006.

ADULT SERVICES

DISABILITIES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote, and commission care and support to promote, the independence, health and well-being, civil rights, social inclusion and safeguarding of adults with disabilities and long-term conditions, particularly for those most vulnerable, through approaches tailored around the needs and preferences of the individuals, e.g. person-centred planning.

To achieve this aim, the service:

- Operates care management and assessment of need in line with Fair to Access Care Eligibility Criteria, including support for young people with disabilities making the transition into adulthood
- Offers self directed support including Individualised Budgets and Direct Payments
- Provides Occupational Therapy services
- Commissions direct services for people with significant disabilities including Short Breaks and Day Care via the council's Provider Services also included in this Portfolio
- Commissions a range of support services from the independent and voluntary sectors, including directed support for individuals to other support services including through a range of low-level preventative solutions, e.g. day opportunities in the community
- Commissions a range of supported accommodation solutions for people with learning disabilities, as well as residential/nursing care for people aged 18 - 64 years
- Provides Community Equipment services in partnership with Sunderland Teaching Primary Care Trust
- Operates specialist support services such as Sensory Support services and services for people affected by HIV/AIDS.

Some of the elements of the service are provided in informal and formal partnerships between the council and Northumberland Tyne and Wear NHS Trust. These services include:

- A range of Community Learning Disability Nursing Services
- Administration of continuing health care services
- Treatment Services ('out and in patient' services)
- A jointly established Accommodation Project to improve accommodation options for people with disabilities in the community as an alternative to supported accommodation, NHS campus provision or out-of-city placements with Housing Service colleagues.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PAF C73	Supported admissions of adults aged 18-64 to residential / nursing care per 10,000 population 18-64	2.48	1.97	1.14	Yes	1.31	1.14
Local PI	No. of carers aged (i) aged 18-64 (ii) 65 + of people with learning disabilities per 100,000 corresponding population	(i) 65 (ii) 119	(i) 102 (ii) 256	(i) 81 (ii) 101	No - Engagement with carers of people with Learning Disabilities needs to improve, particularly amongst those aged 65 and over, an area for priority for the council in 2009/10	(i) 90 (ii) 131	(i) 100 (ii) 155
ex-BV PI 56	% of items of equipment and adaptations delivered within 7 working days	88%	92%	88%	No - Unfortunately there were no improvements towards the target due to capacity issues in the service that were resolved in 2008/09	93%	95%

ADULT SERVICES

DISABILITIES

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PAF C29	No. of adults aged 18 - 64 years with physical disabilities/ sensory impairment helped to live at home per 1,000 corresponding population	6.2	6.4	6.1	No - There were no improvement in the number of people provided with ongoing care plans in 2007/08 and the position needs to improve in 2008/09. The decline was partly due to an increase in appropriate signposting of people to the Third Sector (i.e. with no ongoing council involvement) and also less obtrusive ways of monitoring/ intervening in people's lives (e.g. use of Telecare sensors/ alarms).	6.2	6.3

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 2

Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home

Service Improvement Support disabled people to live independently via provision of services to help people with intensive support needs currently residing out of area to be resettled in city and to increase accommodation options for people with disabilities	Procure and monitor outcome-based services for disabled people with intensive support needs in supported accommodation Continue resettlement into city, and deliver accommodation/ support solutions for those with severe disabilities, including those in transition, e.g. via supported tenancies	Monitor customer-outcome based commissioned services. Identify opportunities for further development Complete resettlement and review accommodation/ support solutions (including commissioning services) to develop new models of support	Review commissioned services for people with intensive support needs as part of contractual arrangements. Review resettlement programme, and review holistic models of support for people with severe disabilities	Assist people with more significant disabilities (and carers) in their daily living and in outcomes tailored for them, including about their accommodation via greater level of support including in partnership with NHS	Q1 Care sector contract awarded for specialist accommodation for people currently supported via NHS Q4 Greater range of supported accommodation solutions for people with severe disabilities in city	GM
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ADULT SERVICES

DISABILITIES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Support disabled people to live independently and develop more inclusive communities via commissioning, and work with Third Sector and other organisations to deliver, opportunities in the community for those with disabilities and carers</p>	<p>Fully map, and work with Third Sector to develop capacity, including seeding resources, in specialist and more mainstream Third Sector services to deliver a greater range of support to ensure that people with disabilities are able to access opportunities</p>	<p>With Third Sector, evaluate preventative solutions to ensure that the services meet people with disabilities needs and preferences Expand range of more mainstream Third Sector solutions. Further develop local community infrastructures with partners to be more inclusive of people with disabilities</p>	<p>Review effectiveness of strategy in line with 3 Year Delivery Plan, and review improvements in community infrastructure to better support individuals with disabilities</p>	<p>Improve outcomes and opportunities for people with disabilities to have the same opportunities as all citizens, including improving their, and their carers, participation in the life of the community by developing locality-based solutions</p>	<p>Q3 Produce “commissioning gap analysis” of specialist and mainstream Third Sector and identify how best to meet these needs Q4 Identify and, where appropriate, seed expertise and resources, to Third Sector organisations to improve opportunities</p>	<p>GM</p>
<p>Service Improvement Support vulnerable people to live independently by implementing care management and assessment solutions that better meet the needs and preferences of people with disabilities</p>	<p>Complete implementation of Business Improvement Programme Delivery Model to improve delivery of adaptations/ equipment to customers and continue with next phase of Care Management and Assessment Project for people with disabilities</p>	<p>Evaluate customer and organisational outcomes of implementation of Delivery Model and identify opportunities for further development within Care Management and Assessment Project</p>	<p>Review implemented solutions about access to advice, information and personalised support for people with disabilities</p>	<p>Help people with disabilities in daily living by delivering equipment and adaptations more quickly, and with greater choice, by improving customer journey through more effective and efficient delivery of equipment and adaptations Help people with disabilities in their daily living shaped around their needs and preferences via greater take up of advice, information and support in council</p>	<p>Q2 Full implementation of Delivery Model for equipment/ adaptations in Directorate Q1 Integrate findings into Care Management and Assessment Project delivery</p>	

ADULT SERVICES

DISABILITIES

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Portfolio regularly monitors whether the services provided and outcomes delivered were cost effective and represented value for money. Overall gross costs associated with the service regarding people with learning disabilities increased by 19% between 2007/08 and 2008/09, predominantly due to the cost of care packages for specialist residential/nursing care and the increasing number of people who are being supported to live at home through intensive home support packages, which forms part of the council's and Government's strategy to support more people to live at home. These increasing costs were one of the drivers of the implementation of the Development Programme, one priority of which is to improve accommodation options for people with learning disabilities, and therefore to reduce the need for residential care admissions, particularly for those individuals residing out-of-city. As a result of these actions, there was a decline in the number of such admissions within the service between 2006/07 and 2007/08 of 7%. More people have been supported at home between 2006/07 and 2007/08 with an increase of 3%, and further increase of 1% between March 2008 and November 2008.

To further aid this process, a Learning Disability Framework of Providers was established to support the Programme and is developing capacity building within the Independent and Third Sectors to improve both individuals' independence and to provide greater value for money within the service. This will see the service becoming increasingly a commissioner, rather than direct provider, of care, whilst maintaining the quality of care to vulnerable people.

Planned spend per head of population in 2008/09 on services for adults aged 18 - 64 with learning disabilities is £46, which is ranked in the lowest quartile when compared to all metropolitan and statistical nearest neighbours, which is a continuation of the position in 2007/08.

The service increased the level of direct payments by 21%, a means of providing financial support for care, to people with learning disabilities between 2006/07 and 2007/08, and further increases of 22% between March 2008 and November 2008. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with direct payments are often less than more traditional costs of care. This is evidenced within Sunderland PSSEX1 return - average gross weekly expenditure on supporting adults with learning disabilities, physical disabilities or sensory impairments ending at 31 March 2008 is lower with direct payments compared to traditional costs of care.

The planned spend per head of population in 2008/09 on services for adults aged 18 - 64 years with physical disabilities or sensory impairment is £25, which ranks Sunderland lower median against all metropolitan authorities, a continuation of the 2007/08 position. This represents value for money for the council, as it now lies within the top 25% of all metropolitan authorities at the end of November 2008 for supporting adults aged 18 - 64 years with physical disabilities or sensory impairment at home. The comparatively low cost of the service also represents value for money when considering the policy commitment to provide services across all 4 FACS bands.

In addition, there was a 13% decrease in the number of council supported placement weeks in residential/nursing care for people with physical disabilities between 2006/07 and 2007/08 (and declined by a further 3% for March 2008 to November 2008). Satisfaction levels with services are generally high, with Sunderland ranked as one of the highest in England in the 2007/08 National User Experience Surveys in terms of satisfaction amongst people with physical disabilities receiving equipment/minor alterations.

The service increased the level of direct payments by 21%, (a means of providing financial support for care, to people with physical disabilities) between 2006/07 and 2007/08. The total number of clients aged 18-64 years with physical disabilities receiving direct payments at the end of March 2008 to November 2008 increased by 7%. As well as promoting greater customer choice and empowerment, this represents value for money, as the costs associated with direct payments are often less than more traditional costs of care.

As part of the Directorate's 15-Year Commissioning Strategy, the service will increasingly become a commissioner, rather than direct provider, of care, whilst maintaining the quality of care to vulnerable people. As part of this journey, a Framework of Providers will be established to ensure that the city builds capacity in the Independent and Third Sectors to improve both individuals' independence and to provide greater value for money within the Service.

During 2008/09 additional funding of £570,000 was invested in the Disabled Facilities budget in order to help people to live in their own homes by carrying out minor alteration works. This improves value for money within the service through the prevention of costly residential/nursing fees.

ADULT SERVICES

DISABILITIES

In 2009/10, and as part of the development of supported accommodation solutions (including for resettlement), work will start on the redevelopment of Rosalie House with Health and RSL partners in order to provide facilities which will support accommodation for adults with learning disabilities. This type of facility not only meets individual's expectations by providing a level of independence but also ensures the best use of council resources, reducing the cost of residential care and the cost of care packages for customers currently out of city.

Additional investment of £202,000 was made to create a new team which was established in October 2007 to move clients with Learning Disabilities from expensive out of city placements back into the city using new and existing facilities. This team has proved very successful and achieved efficiency savings of approximately £236,000 from October 2007 to September 2008. Future plans to relocate other out of city service users back into the city should also result in additional efficiency savings. The solution is not only more beneficial to the client but also helps improve value for money for the council.

The budget for 2009/10 has been set taking account of efficiencies arising from:

- A reconfiguration of out of city placements (£250,000)
- A review of staffing related expenditure (£71,000).

ADULT SERVICES

DISABILITIES

FINANCIAL

Disability Services includes clients with Long Term Conditions and Learning Disabilities. A note is provided at the bottom of this page splitting the net cost between these client categories.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	3,148,679	3,089,399	3,615,269	Employees	3,743,954
2	411,292	306,495	360,766	Premises	318,626
3	211,621	198,130	200,130	Transport	238,643
4	1,612,634	1,701,783	1,709,966	Supplies and Services	1,709,158
5	12,836,360	12,156,389	12,816,522	Third Party Payments	13,084,106
6	878,601	700,440	665,440	Transfer Payments	1,032,374
	<u>19,099,187</u>	<u>18,152,636</u>	<u>19,368,093</u>		<u>20,126,861</u>
				Less Income	
7	1,496,096	634,571	206,974	Grants-Revenue	411,000
8	272,362	291,494	291,494	Client Contributions	297,323
9	9,771,438	9,847,198	9,838,151	Primary Care Trusts	10,409,129
10	23,131	23,595	23,595	Charge to Gentoo	24,067
11	1,037,683	697,022	700,956	Other Income	803,847
12	3,295	0	0	CES Delegated Budget Surplus b/fwd	0
	<u>12,604,005</u>	<u>11,493,880</u>	<u>11,061,170</u>		<u>11,945,366</u>
	<u>6,495,182</u>	<u>6,658,756</u>	<u>8,306,923</u>	Delegated Budget	<u>8,181,495</u>
				Non-Delegated Items	
13	146,917	151,312	(72,402)	Employees - FRS17 Pensions Adjustment	(73,937)
14	13,360,927	12,982,218	13,096,364	Departmental Recharges	13,520,960
15	485,979	469,000	469,000	Central Support Service Recharges	468,856
16	22,056	21,315	21,315	Repairs and Renewals	22,330
17	54,671	619,261	60,719	Asset Charges	60,718
	<u>14,070,550</u>	<u>14,243,106</u>	<u>13,574,996</u>		<u>13,998,927</u>
				Less Income	
18	940,444	485,061	485,061	Departmental Recharges	0
	<u>13,130,106</u>	<u>13,758,045</u>	<u>13,089,935</u>	Non-Delegated Budget	<u>13,998,927</u>
	<u>19,625,288</u>	<u>20,416,801</u>	<u>21,396,858</u>	TOTAL BUDGET	<u>22,180,422</u>
	114.7	113.0	118.6	Total No. of Staff	120.1
	Analysis of client spend:-				
	6,579,464	8,161,016	8,426,724	Net Cost - Long Term Conditions	9,086,038
	13,045,824	12,255,785	12,970,134	Net Cost - Learning Disabilities	13,094,384
	<u>19,625,288</u>	<u>20,416,801</u>	<u>21,396,858</u>	TOTAL BUDGET	<u>22,180,422</u>

Responsible Budget Holder

General Manager for Disability Services

FURTHER INFORMATION

For further information about the service please see the Health, Housing and Adult Services Directorate Plan, 3 Year Delivery Improvement Plans and 5 Year Housing Strategy or contact John Fisher, Head of Adult Services, Tel: (0191) 566 1876.

ADULT SERVICES

PROVIDER SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to work with vulnerable people, often with complex needs, to provide, arrange or signpost advice, care and support services that suits their needs and preferences to promote their independence, well-being and ability to take part in the life of the community, either as part of their care planning through the Portfolio's assessment of need or as a private individual, depending on an individuals' circumstances and needs. To achieve this aim, the service will:

- Ensure that direct and independent sector care and support for customers commissioned by care managers in the Health, Housing and Adult Services directorate is arranged and scheduled via the service's Social Care Resource Agency (SCRA), and that the Agency contributes to the intelligence provided about the quality and delivery of these services
- Provide a navigation and brokerage role to ensure that people are able to access services that best suits their needs and preferences
- Deliver specialised specific care services in the community, such as specialist home care services, including as part of Extra Care schemes; day opportunities and other preventative services, including employment projects; and short-breaks for people with physical and learning disabilities as commissioned by the Health, Housing and Adult Services directorate, Teaching Primary Care Trust and wider partners
- Deliver technological solutions for customers and wider residents to help people stay in their own homes through the use of Telecare/Tele-Health Support and provide a rapid response to alarms/sensors, in partnership across the council and other partners
- Provision of residential-based direct care services, including short-breaks, for people with disabilities, including specialised core and cluster schemes, and care provision within these schemes
- Provide support services for carers, including Telecare enabled carers' emergency response services
- Actively involve older people and carers in shaping, developing and reviewing services
- Ensure that workforce development of staff in Provider Services ensures that individuals have relevant skills to support their role in delivering care for vulnerable people and that there is continuous improvement in the raising of standards, but that individuals are safeguarded from abuse and poor standards of care.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI147	Care leavers in suitable accommodation	-	-	-	New indicator for 2008/09	To be baselined as part of Place Survey - results due imminently	To be set after baseline position as part of Place Survey - results due imminently
NI148	Care leavers in paid employment, education or training	-	-	-	New indicator for 2008/09	To be baselined as part of Place Survey - results due imminently	To be set after baseline position as part of Place Survey - results due imminently
SAS 029	Number of service users provided with one or more item of Telecare equipment (or equivalent) in their own homes	-	-	-	New indicator for 2008/09	To be baselined as part of Place Survey - results due imminently	To be set after baseline position as part of Place Survey - results due imminently

ADULT SERVICES
PROVIDER SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home						
Service Improvement Promote vulnerable people's independence by developing specialised care and support solutions to meet the commissioned needs of the Portfolio and council, and work in partnership with health services to develop intensive support models within 3 Year Delivery Plan	Develop specialist care and support solutions for customers including development of: <ul style="list-style-type: none"> ▪ Re-enablement /rehabilitative support at home for people with complex needs ▪ Day opportunities to meet customer needs and preferences, including non-"traditional" social care solutions, e.g. employment ▪ Telecare enabled solutions for individuals ▪ Low-level preventative solutions for individuals, linking in with PCT/council Wellness Services 	Review existing services as part of commissioning arrangements in Portfolio Respond to further intensive support solutions commissioned requirements tailored to specific groups of individuals, e.g. those with severe disabilities including developing partnership solutions across council and PCT Implement any findings of Telecare/Tele-Health Digital Challenge project, and roll out Telecare enabled solutions, to wider population Plan for roll out of personalised solutions for individuals, e.g. Individualised Budgets (IBs) and model impact on service	Evaluate services as part of internal commissioning arrangements in Portfolio and across partners, e.g. PCT and develop further support models with wider range of city partners, e.g. Registered Social Landlords, and "seeding" support to other services Review Telecare /Tele-Health Services and identify further areas for improvement in next 3 Year Delivery Plan Deliver on customer expectations of care and support via IBs and evaluate impact on service	Help vulnerable people in daily living to promote independence via more joined up intensive support available tailored to their needs, as commissioned via Portfolio and partners People able to stay at home as long as possible rather than in residential care, and reduce hospitalisation Help assure customers and carers about personal safety and security via technologically enabled solutions	Q4 Development of comprehensive set of intensive support models including those described in Key Actions, including piloting Telecare solutions with Digital Challenge and PCT and roll out these solutions to wider customers	GM

ADULT SERVICES

PROVIDER SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Promote independence of vulnerable people by developing the workforce to ensure it can best meet its objectives, e.g. to deliver specialist service for those adults with more complex needs, as part of 3 Year Delivery Plan	Consolidate and develop workforce to best meet customer objectives and ensure Learning and Development Strategy is rolled out Explore opportunities to develop multi-disciplinary workforce approach with health to ensure support for individuals with complex needs is joined up	Complete roll out of Learning and Development Strategy to ensure fully trained workforce to meet customer needs If appropriate, deliver multi-disciplinary workforce approach to vulnerable adults in the city	Review and revise vision for workforce to meet commissioning intentions of Portfolio and external commissioners, e.g. NHS	Assist vulnerable adults with more complex needs in daily living and in outcomes tailored to them by ensuring there is an appropriately trained workforce, including across partnerships	Q2 Fully integrate workforce in new division to focus work on those adults with more complex needs Q4 Complete Phase I of Learning and Development Strategy for service (in Portfolio's Workforce Development Programme)	
Service Improvement Promote independence of vulnerable people by developing care brokerage and navigation roles to better meet people's needs and preferences	Develop direct sector care navigation and brokerage role, including self-directed support models integrated within the changes to Care Management and Assessment Delivery Model	Implement range of care navigation and brokerage models to deliver personalised solutions for individuals	Evaluate models against expected objectives and outcomes and develop areas for improvement as part of next 3 Year Plan	Improve resident and customer outcomes by assisting individuals to identify and access personalising solutions that meet their needs and preferences through advice, information and practical support	Q4 Development of care brokerage/ navigation models embedded within revised Care Management and Assessment process for city	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service continued to contribute to the Portfolio's drive to improve value for money and deliver efficiency savings in the Portfolio and was able to demonstrate improved value for money between 2007/08 and 2008/09 through actions progressed in the Service Plan. The service is committed to delivering efficiencies through its performance, financial management and governance arrangements laid out within the Portfolio's Management Development Strategy, and also within major projects, such as the Business Improvement Programme, aimed at improving efficiency, for example, through streamlining any potential "dual keying" of information across multiple manual and IT systems. This service supports the Older Persons and Disabilities Services sections and will help to achieve value for money in these areas. This will be through the provision of telecare equipment, which will help to maintain people living at home, and the provision of accommodation solutions and staffing in supported accommodation for people with learning disabilities.

The service will be central to the Portfolio's development of its 15-Year Commissioning Plan and 3-Year Service Delivery Plans.

The budget for 2009/10 has been set taking account of efficiencies arising from:

- The reconfiguration of Home Support Services (£200,000)
- A review of staffing related expenditure (£141,000)
- A review of income earning opportunities (£247,000)
- The reconfiguration of the services for Day opportunities (£156,000).

ADULT SERVICES
PROVIDER SERVICES

FINANCIAL

The cost of this section is fully recharged to other sections of Adult Services and is shown as 'Departmental Recharges'

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	17,737,328	18,001,837	17,101,193	Employees	17,212,845
2	1,017,522	1,021,444	1,127,876	Premises	972,472
3	584,661	514,084	518,438	Transport	566,022
4	1,735,228	1,266,347	1,263,501	Supplies and Services	1,251,461
5	141,540	5,441	5,605	Third Party Payments	140,605
6	1,217	1,410	1,410	Transfer Payments	1,170
	<u>21,217,496</u>	<u>20,810,563</u>	<u>20,018,023</u>		<u>20,144,575</u>
				Less Income	
7	617,991	207,050	116,027	Grants-Revenue	0
8	4,165,881	4,225,816	4,225,816	Client Contributions	4,226,786
9	1,773,301	1,858,988	1,858,988	Primary Care Trusts	2,278,072
10	1,009,239	1,177,600	1,090,613	Other Income	998,936
	<u>7,566,412</u>	<u>7,469,454</u>	<u>7,291,444</u>		<u>7,503,794</u>
	<u>13,651,084</u>	<u>13,341,109</u>	<u>12,726,579</u>	Delegated Budget	<u>12,640,781</u>
				Non-Delegated Items	
11	(313,322)	886,840	(388,241)	Employees - FRS17 Pensions Adjustment	(332,535)
12	963,477	36,072	380,052	Departmental Recharges	2,253,988
13	818,399	583,921	583,672	Central Support Service Recharges	500,809
14	119,962	94,826	94,826	Repairs and Renewals	97,614
15	460,499	441,259	478,782	Asset Charges	469,699
	<u>2,049,015</u>	<u>2,042,918</u>	<u>1,149,091</u>		<u>2,989,575</u>
				Less Income	
16	15,700,099	15,384,027	13,875,670	Departmental Recharges	15,630,356
	<u>(13,651,084)</u>	<u>(13,341,109)</u>	<u>(12,726,579)</u>	Non-Delegated Budget	<u>(12,640,781)</u>
	<u>0</u>	<u>0</u>	<u>0</u>	TOTAL BUDGET	<u>0</u>
	778.9	790.5	790.5	Total No. of Staff	788.6

Responsible Budget Holder

General Manager for Provider Services

FURTHER INFORMATION

For further information about the service please see the Modernisation Programme Services for Older People (includes Workforce Strategy; Home Care strategy; Re-provision of Direct Services Strategy; and Communications Strategy; Telecare Strategy or contact Phillip Foster, General Manager, Tel: (0191) 566 2006.

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to improve the mental health of people in Sunderland through effective, responsive services in partnership with NHS and voluntary sector organisations and also to support the social care needs of individuals that are substance misusers, as a provider service within the Safer Sunderland Partnership's commissioning responsibilities in relation to drug and alcohol misuse. To achieve this aim, the service will:

- Move significantly towards the role of commissioning rather than directly providing services
- With partners, configure teams and support services to maximise customer outcomes and increase efficiency and effectiveness, including pathways for recovery and rehabilitation and vocational support
- Move to an outcome-based model of both commissioning and providing services
- Promote the social inclusion agenda within the city including building stronger networks with other directorates within the council
- Operate a Social Care Team as part of a care pathway in the citywide Drug and Alcohol service, this team also provides a quality assurance role of contracted providers within the Safer Sunderland Partnership's commissioning responsibilities to tackle substance misuse.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PAF C31	18-64 year olds with mental health problems helped to live at home by council per 1,000 population 18-64	4.6	3.9	3.8	No, the service almost achieved the desired target for 2007/08. However, the reduction in performance was expected at the start of the year	3.94	4.0
Local PI	% of carers of people with Mental Health problems receiving services compared to MH clients receiving community based services	2.3%	15%	5.4%	No, however, the level of engagement has improved upon 2006/07 but unfortunately the ambitious target for 2007/08 was not met	10.8%	12%
SAS 113	No. of Direct Payments/ Individualised Budgets for people with mental health problems per 100,000 population	3.6	13.5	10.2	No, the number of clients accessing direct payments had significantly improved upon 2006/07 however progress must be maintained throughout 2008/09 to accomplish the desired end of year position	18.7	25.6

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home						
Service Improvement Promote independence of people with mental illness via better use of personalised solutions, e.g. Direct Payments (DP)/ Individualised Budget (IBs), and re-provide services from Independent and Third Sector services, especially vocational and residential services	Increase level of support for people via DPs and personalised solutions Work with Third Sector to build capacity to deliver community based opportunities and support people with severe mental illness to access public and Third Sector services Commission supported accommodation schemes via Independent sector provision within Delivery Plan	Implement choice-based personalisation strategies, including implementation of IBs Commission/ Collaborate with specialist Third Sector to re-provide existing/ new day and community-based opportunities. Extend intensive support models in community Complete re-provision of accommodation schemes	Fully implement personalisation strategies for all, including those most socially disadvantaged Complete re-provision of specialist Third Sector provision and facilitate greater access to "mainstream" public or Third Sector services for people with mental illness via intensive support models	Help people with mental illness in their daily living and outcomes tailored for them, ensuring that support is available to and that resources are used as effectively as possible, including across NHS and other partnerships	Q4 Development of Self-Directed Support Model specifically tailored to meet individuals' needs Q4 Expanded specialist support models to better support people in community to access services Q4 Increased number and range of Third Sector providers supporting people Q4 Deliver appropriate accommodation solutions for people with mental illness	GM
Service Improvement Improve range of, and choice of, vocational support for people with mental illness and their support as a specific customer outcome	Work in partnership with citywide partner agencies to increase range of vocational support available to people with mental illness through development of greater range of employment pathways for people and their carers	Fully implement specialist support pathways/model to ensure that people with mental illness (and carers) are helped into employment	Evaluate effectiveness of specialist support pathways/ models and work with partners to reduce levels of worklessness amongst people with mental illness in the city	Help people with mental illness and carers to develop new skills or find new, or maintain current, employment by ensuring that support is available and tailored to their needs, with NHS, employment and other partners	Q1 Develop specific solutions to improve employment opportunities for people with severe mental health Q4 Pilot and evaluate first year of implementation of these solutions to assess their effectiveness	

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Develop specialist Mental Health social care skills in creative, choice based commissioning and care brokerage, particularly with complex care packages in line with White Paper <i>Our Health, Our Care, Our Say</i>	Build upon training and development programmes in the Social Work improvement project Progress new ways of working and build capable teams	Evaluate training and development programmes within the Social Work improvement project		Help people with mental illness improve their independence by ensuring staff can meet the new challenges of changing social care roles and provide customer-focused support	Q4 Ensure that model of assessing team capability is rolled out across service and that analysis of strengths/ improvements directly linked to Workforce Development and wider HR metrics, reducing sickness etc.	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for people with Mental Health needs and their carers against service delivery and resource management expectations, including the need to deliver value for money.

The planned spend per head of population in 2008/09 on services for adults aged 18 - 64 years with mental illness is £17, which ranks Sunderland in the lower quartile when compared to other metropolitan authorities and statistical nearest neighbour authorities. This is a continuation of the 2007/08 position. Overall gross costs associated with the service regarding people with mental health problems increased by 13% between 2007/08 and 2008/09, reflecting the quality of service being provided to users with particularly complex needs. This includes the provision of core and cluster schemes, where service users are supported in small group homes around a core building, rather than traditional establishments. Whilst acknowledging the additional expense, CSCI agreed that the model of care is progressive, with improved outcomes for service users. The overall gross cost of the service is still in the lower quartile for spend during 2008/09, demonstrating value for money.

At the same time, the number of placement weeks for people with mental illness in residential/nursing care has decreased between March 2008 and November 2008 by 1%, with more people being helped to find appropriate accommodation with support from Housing colleagues. This is both a cheaper and better form of support for individuals. Residential care is often the most expensive form of support and in general is not what the customer wants.

As the service becomes more of a commissioner, than direct provider, of services, both a greater proportion and range of support is provided to customers via the Independent and Third Sectors. This will mean the service working with both sectors to build their capacity and resources to meet customer expectations. To aid this process, the service developed a Mental Health Provider Forum whereby training and development opportunities are offered to providers through the joint training programme. The Independent and Third Sectors often offer cheaper services without a reduction in quality. These early interventions can prevent longer term, more costly forms of support.

The Service increased the level of direct payments, a means of providing financial support for care, to people with mental illness in 2008/09. Over the period 2006/07 to 2007/08 the level of direct payments provided to clients aged 18-64 years with mental health problems has increased by 125%, although targets have been set for 2009/10 to further increase this figure. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with direct payments are often less than more traditional costs of care. Per the Audit Commission's report 'Choosing Well' (May 2006) - Benefits (of Direct Payments) for local authorities include:

- Lower administration costs, since much of the administration is handled directly by users
- Lower overall costs of provision in cases where prices for direct payments are set at a lower rate than for domiciliary home care.

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

Per the Sunderland PSSEX1 return the average gross weekly expenditure on supporting adults with mental health needs, ending 31 March 2008 is lower with direct payments compared to traditional costs of care.

The 2009/10 budget has been set taking account of efficiency savings from a review of staffing arrangements within Mental Health Services (£148,000).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	3,780,980	4,132,604	4,167,872	Employees	4,006,162
2	505,125	543,536	559,953	Premises	501,880
3	122,928	112,772	112,772	Transport	111,815
4	668,022	705,828	801,821	Supplies and Services	640,410
5	1,559,124	1,454,130	1,807,780	Third Party Payments	2,117,927
6	51,600	81,496	81,496	Transfer Payments	60,567
	<u>6,687,779</u>	<u>7,030,366</u>	<u>7,531,694</u>		<u>7,438,761</u>
Less Income					
7	1,101,220	1,059,508	0	Grants-Revenue	0
8	1,177,383	1,437,506	1,530,541	Client Contributions	1,278,255
9	1,563,604	1,684,624	1,601,589	Primary Care Trusts	1,852,040
10	676,380	586,953	619,394	Other Income	574,475
	<u>4,518,587</u>	<u>4,768,591</u>	<u>3,751,524</u>		<u>3,704,770</u>
	<u>2,169,192</u>	<u>2,261,775</u>	<u>3,780,170</u>	Delegated Budget	<u>3,733,991</u>
Non-Delegated Items					
11	149,235	186,038	(87,652)	Employees - FRS17 Pensions Adjustment	(80,680)
12	1,316,609	1,180,000	1,261,376	Departmental Recharges	1,313,039
13	322,305	290,291	296,793	Central Support Service Recharges	231,257
14	41,425	59,326	59,326	Repairs and Renewals	62,154
15	218,102	62,792	73,525	Asset Charges	73,526
	<u>2,047,676</u>	<u>1,778,447</u>	<u>1,603,368</u>		<u>1,599,296</u>
Less Income					
16	373,727	293,965	293,965	Departmental Recharges	247,328
	<u>1,673,949</u>	<u>1,484,482</u>	<u>1,309,403</u>	Non-Delegated Budget	<u>1,351,968</u>
	<u>3,843,141</u>	<u>3,746,257</u>	<u>5,089,573</u>	TOTAL BUDGET	<u>5,085,959</u>
	149.0	163.0	154.0	Total No. of Staff	145.0

Responsible Budget Holder

General Manager for Mental Health Services

FURTHER INFORMATION

For further information about the service please see the Partnership Annual Report 2007/08 (including the Partnership Financial Plan); Partnership Rehabilitation and Recovery strategy; Social Care Workforce Development Strategy; Mental Health Act 2007 Implementation Strategy; Plans for the modernisation of mental health direct service provision; Safeguarding Children or contact Nigel Porter, General Manager, Tel: (0191) 566 1433.

ADULT SERVICES

PERFORMANCE COMMISSIONING AND CHANGE

SERVICE ROLES AND RESPONSIBILITIES

The primary aims of the service are:

- To be a central focus for commissioning and monitoring within the Adult Services Portfolio, to plan, action, monitor, advise and review to meet customers', council and partners' needs and expectations, including management of statutory functions such as Procurement, Complaints, Quality Assurance and Safeguarding
- To provide high quality, professional and diverse support to drive improvements in the Portfolio, and elements of the Housing and Public Health Portfolio and to assist these services, including performance management, service improvement and programme management
- To deliver a number of direct customer services, such as Financial Assessment, Welfare Advice, Benefit Services and Self-Directed Support for individuals.

The service works closely with other services in both the Adult Services and Housing and Public Health Portfolios to deliver and support services in relation to housing and adult social care. To achieve these aims the service is involved in:

- Commissioning, procurement and contract management
- Performance management
- Information management and development, and ICT liaison
- Programme management and business planning and monitoring
- Complaints, quality assurance and safeguarding adults
- Development and implementation of the Social Care Governance Framework
- Personalised support solutions such Direct Payments/Individualised Budgets
- Advice services
- Financial Management/budget monitoring
- Hosts Tyne and Wear Care Alliance on behalf of the five Tyne and Wear councils.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
SAS 190	% of adult social care staff who had training to assess risks to vulnerable adults	90%	95%	97%	Yes	100%	100%
NI 130	Number of adults receiving self directed support (per 100,000)	-	-	282	-	303	394

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Build organisational leadership and capacity						
Service Improvement Ensure that Portfolio's 3 Year Delivery Plan and Housing Strategy are supported via ICT and Information Management (IM)/ Development solutions	With ICT partners, implement ICT and IM Roadmap to support delivery of Portfolio's plans specifically: Ensure Roadmap meets all statutory IT and IM requirements, including in terms of information governance Plan and implement tactical/ strategic ICT solutions for Portfolio systems, including with health partners	With partners, develop specific ICT and IM solutions in Roadmap, including full implementation of tactical/strategic ICT solutions within Roadmap in line with wider council and partners' ICT Strategies	Review ICT and IM solutions in Roadmap at end of Delivery Plan and plan for ICT/IM requirements in next 3 Year Delivery Plan	Promote individuals' independence by putting customers at heart of service delivery via developing infrastructure, so that there is more effective and efficient way of delivering services	Q4 Delivery of specific costed and prioritised ICT/IM requirements of ICT/IM Roadmap, e.g. Electronic Social Care Record, new statutory requirements	HOS

ADULT SERVICES

PERFORMANCE COMMISSIONING AND CHANGE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q1 With ICT colleagues, production of project plan for implementation of longer-term tactical/strategic IT solutions and deliver appropriate stage plans	
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home						
<u>Service Improvement</u>						
Develop and implement Self-Directed Support models for customers that balance customer preferences about their care and support with managing risks to individuals as part of the 3 Year Delivery Plan	Develop self-directed supported models to promote greater customer choice about care/ support, including personalised support and finalisation and roll out of Individualised Budget (IB) model	Support full implementation and administration of personalised support solutions for individuals across Portfolio and with wider city partners, including via mediated assessments	Review Self-Directed Support Models and solutions at end of Delivery Plan and plan future personalisation requirements in next 3 Year Delivery Plan	Assist people with daily living and independence by ensuring that individuals' care, support and daily living solutions tailored around their needs and preferences	Q2 Delivery of Self-Directed Support Models embedded in care management processes. Roll out personalised support solutions, and wider use of IBs (LAA target)	HOS
	Develop framework for balancing risk and choice and promote safeguarding in making decisions about care, support and daily living solutions amongst customers and residents	Implement framework across council and with city partners for balancing risk and choice, including monitoring mechanisms to assure individuals are appropriately safeguarded	Review framework implementation at end of Delivery Plan and plan updated framework and monitoring mechanisms for next 3 Year Delivery Plan	Assure individuals accessing personalised solutions are safeguarded from harm, with balance between risk and choice, and appropriate mechanisms for intervention	Q4 Production of framework balancing risk and choice, including monitoring mechanisms, and plan for roll out of framework in council and wider city	

ADULT SERVICES

PERFORMANCE COMMISSIONING AND CHANGE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective : Implementing corporate commissioning strategy						
Service Improvement Improve and integrate commissioning /contracting arrangements and commissioning functions	Develop needs assessment in commissioning framework, deliver outcome-based contracts and contract management arrangements, integrating Supporting People requirements in social care contracts. Explore regional commissioning arrangements With council and other partners, contribute to citywide Joint Strategic Needs Assessment (JSNA) Programme to identify specific areas for development of needs analysis to inform Sunderland Strategy Implement joint commissioning/ contractual arrangements with NHS and other partners, as appropriate	Review Needs Assessment in commissioning framework and outcome-based contract management. Fully integrate Supporting People requirements into commissioning arrangements for adult social care Develop regional commissioning arrangements, if appropriate Complete first JSNA Work Programme and inform needs analysis in relation to health and social care in next LAA development Develop next phase of Needs Assessment development Full implementation of first phase of joint commissioning/ contractual arrangements with NHS and other partners within Portfolio's 3 Year Plan	Develop next phase of needs analysis to inform any new commissioning / contract arrangements in Portfolio's next 3 Year Delivery Plan Review progress against JSNA requirements and implement second Needs Assessment programme across city Review implementation of commissioning/ contractual arrangements with partner agencies and identify improvements	Ensure individuals care, support and daily living solutions are shaped around outcomes and solutions tailored around their evidential needs and preferences Ensure that individuals' needs and preferences inform development of priorities in next LAA and Area-Based arrangements	Q1 Development of commissioning framework in which needs analysis informs commissioning intentions and in which contracts/ grant arrangements are outcome-focused Q1 Development of JSNA Work Programme and production of specific JSNA projects, including area-based level across partners Q1 Review of specific joint commissioning /contractual arrangements with NHS and other partners	HOS

ADULT SERVICES

PERFORMANCE COMMISSIONING AND CHANGE

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service is committed to delivering efficiencies through its performance, financial management and governance arrangements laid out within the Portfolio's Management Development Strategy, and also within major projects, such as the Business Improvement Programme, aimed at improving efficiency, for example, through streamlining any potential "dual keying" of information across multiple manual and IT systems.

The budget for 2009/10 has been set taking account of efficiencies arising from:

- A review of the support services functions (£11,000)
- A review of income earning opportunities (£300,000).

FINANCIAL

The cost of this section is largely recharged to other sections of Adult Services and is shown as 'Departmental Recharges'

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	3,876,211	4,623,766	5,020,840	Employees	5,928,648
2	139,291	77,448	81,054	Premises	79,816
3	47,504	46,732	50,632	Transport	46,547
4	1,249,773	1,534,370	1,247,642	Supplies and Services	663,861
5	319,110	349,772	307,015	Third Party Payments	488,464
6	0	0	20,000	Transfer Payments	0
7	775,657	482,000	980,000	Capital Expenditure Charged to Revenue a/c	310,000
	<u>6,407,546</u>	<u>7,114,088</u>	<u>7,707,183</u>		<u>7,517,336</u>
				Less Income	
8	2,441,884	1,928,032	586,988	Grants-Revenue	1,301,592
9	866,069	189,754	205,145	Other Income	187,021
10	685,224	744,393	1,044,393	Primary Care Trusts	1,372,271
11	314,021	700,000	700,000	Delegated Budget Surplus c/fwd	0
	<u>4,307,198</u>	<u>3,562,179</u>	<u>2,536,526</u>		<u>2,860,884</u>
	<u>2,100,348</u>	<u>3,551,909</u>	<u>5,170,657</u>	Delegated Budget	<u>4,656,452</u>
				Non-Delegated Items	
12	155,791	190,823	(80,340)	Employees - FRS17 Pensions Adjustment	(82,848)
13	51,000	51,000	51,000	Departmental Recharges	52,255
14	274,987	520,288	520,288	Central Support Service Recharges	593,461
15	41,168	0	0	Repairs and Renewals	0
16	503,744	65,827	84,224	Asset Charges	129,768
17	778,774	0	0	Resources c/fwd	0
	<u>1,805,464</u>	<u>827,938</u>	<u>575,172</u>		<u>692,636</u>
				Less Income	
18	2,833,011	3,604,364	4,472,345	Departmental Recharges	4,683,629
19	53,250	54,315	54,315	Support Services	13,931
	<u>2,886,261</u>	<u>3,658,679</u>	<u>4,526,660</u>		<u>4,697,560</u>
	<u>(1,080,797)</u>	<u>(2,830,741)</u>	<u>(3,951,488)</u>	Non-Delegated Budget	<u>(4,004,924)</u>
	<u>1,019,551</u>	<u>721,168</u>	<u>1,219,169</u>	TOTAL BUDGET	<u>651,528</u>
	99.8	119.2	128.0	Total No. of Staff	142.1

Responsible Budget Holder

Head of Performance and Business Improvement

FURTHER INFORMATION

For further information about the service please see the Statement of Purpose, Learning and Development Workforce Strategy, Performance and Development Strategy or contact Graham King, Head of Service, Tel: (0191) 566 1440.

ADULT SERVICES

WORKFORCE DEVELOPMENT AND BUSINESS SUPPORT

SERVICE ROLES AND RESPONSIBILITIES

The primary aims of the service are:

- To provide high quality diverse and professional support to services in the Adult Services Portfolio and elements of the Housing and Public Health Portfolio, and to assist these services to make transformational changes in the delivery of modern, flexible services and support
- To help ensure that there is a fair and equitable service for all customers and residents by driving improvement from an equalities and diversity perspective, including those customers and residents most socially disadvantaged
- To deliver a number of direct customer services, such as Language Point, Resource Directory, Transport Services and Income Collection.

This enabling service works closely with other services in both the Adult Services and Housing and Public Health Portfolios to deliver and support services in relation to housing and adult social care. To achieve these aims the service is involved in:

- Elements of Social Care Governance monitoring, such as benchmarking and service standards
- Business support
- Human resources and workforce development
- Health and safety/risk management and business continuity
- Information governance
- Communications, media and marketing
- Language support
- Equality and diversity standards across the Portfolio
- Management of the Resource Directory of Care Services available as a resource to the public and professionals, Starting Point
- Income collection
- Transport services
- Building and facilities management and liaison.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
SAS 250	Percentage of Adult services directly employed staff that left during the year.	16.63%	14.00%	5.27%	Yes	5.00%	4.80%
SAS 252	The percentage of Social Services working days/shifts lost to sickness absence during the financial year (Adult Services).	7.64%	5.73%	6.43%	No, although the percentage of days / shifts had decreased compared to 2006/07, the ambitious 2007/08 target was not achieved	5.40%	5.00%

ADULT SERVICES

WORKFORCE DEVELOPMENT AND BUSINESS SUPPORT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 8 Objective: Implement a modern and fair recruitment and retention structure and implement modern HR and Payroll processes; Improve workforce attendance</p>						
<p>Service Improvement Transform Portfolio workforce in response to White Paper and Portfolio's 3 Year Delivery Plan and Housing Strategy</p>	<p>Finalise development of Workforce Development Programme for Portfolio in framework of council's Workforce Development Strategy as part of the Portfolio's 3 Year Delivery Plan and Housing Strategy</p> <p>Work with partners in the council and city, including in the independent and Third Sector, to fully map workforce implications in other services to provide greater level of support for socially disadvantaged people</p>	<p>Fully implement Workforce Development Programme in Portfolio</p> <p>Work with partners to promote workforce development in council and with other partners to establish requirements, e.g. "seeding" support to work with vulnerable people and statutory requirements, e.g. to assure training to meet care standards, including via Tyne and Wear Care Alliance</p>	<p>Review Workforce Development Programme at end of Delivery Plan and plan for workforce requirements in next 3 Year Delivery Plan</p>	<p>Improve independence of vulnerable people and progressing customer outcomes by ensuring staff have skills to meet challenges of new roles, in Portfolio, in council and partners</p> <p>Ensure that quality of advice, care and support for vulnerable residents is assured as a result of appropriate staff skills being developed in all relevant organisations</p>	<p>Q4 Publication of Workforce and Workforce Development Programme for Portfolio</p> <p>Q4 Progress against specific elements of Programme as integrated part of 3 Year Delivery Plan</p> <p>Q4 Continue training of direct, independent and Third Sector staff delivering care and support to ensure that council meets its Skills for Care initiative</p>	<p>HRM</p>

ADULT SERVICES

WORKFORCE DEVELOPMENT AND BUSINESS SUPPORT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including in their own home						
Service Improvement Improve income management processes in Portfolio for customers and council	Develop and implement improved model for income management and collection for customers embedded in Portfolio's Care Management and Assessment Project in 3 Year Delivery Plan, including required infrastructure to deliver and administer this process	Complete rollout and administration of new income collection and management model to support care management requirements	Review effectiveness of income collection and management model as part of wider review of Care Management and Assessment Project and plan for future income management requirements in next 3 Year Delivery Plan	Promote good income management and ensure economic well-being of customers is delivered as effectively and efficiently as possible for customer and council	Q4 Development of income management and collection embedded in Care Management and Assessment Delivery Model Q4 Develop infrastructure, including IT and business support, to facilitate income management	HOS
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Build organisational leadership and capacity; Improving the approach to communications						
Service Improvement Transform business support, marketing and communications in Portfolio to meet business needs as outlined in 3 Year Delivery Plan and 5 Year Housing Strategy	Fully map existing business processes across Portfolio and build new process and support model around emerging business requirements within Portfolio projects Deliver and implement strategy to improve communications about plans and outcomes and implement marketing plan to promote Portfolio's functions to residents, staff and partners	Finalise implementation of new processes and support models to support business requirements Finalise implementation of strategy to improve communications and marketing about plans, their outcomes and Portfolio's functions	Evaluate extent to which business process and support models met business needs at end of Plan and plan future business support requirements in next 3 Year Delivery Plan Evaluate extent to which communications and marketing are successful in helping to deliver plan and outcomes and objectives at end of Plan and map future requirements in next 3 Year Delivery Plan	Improve responsiveness to customers and outcomes of customers by improving business processes and support to deliver greater efficiency and more effective delivery Improve targeted resident and customer responsiveness and progress outcomes and objectives of 3 Year Delivery Plan amongst staff	Q2 Comprehensive mapping of all existing business processes in Portfolio Q4 Mapping and development of process and support solutions for specific projects in Plans Q4 Production and implementation of Communications Strategy and Marketing Plan for Portfolio aligned with planning requirements	HOS

ADULT SERVICES

WORKFORCE DEVELOPMENT AND BUSINESS SUPPORT

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service is committed to delivering efficiencies through its workforce development and business support, and also within major projects, such as the Business Improvement Programme, smarter working, rationalisation of assets and re-engineering the business support and income collection functions aimed at improving efficiency and streamlining any potential "dual keying" of information across multiple manual and IT systems.

FINANCIAL

The cost of this service is fully recharged to other sections Adult services areas and is shown as 'Departmental Recharges'

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	3,763,615	4,318,966	4,591,254	Employees	5,103,017
2	167,819	239,628	268,481	Premises	279,180
3	129,668	162,405	162,405	Transport	161,112
4	337,543	140,226	167,840	Supplies and Services	165,333
5	20,097	0	0	Third Party Payments	0
6	3,300	0	0	Capital Expenditure Charged to Revenue a/c	0
	4,422,042	4,861,225	5,189,980		5,708,642
Less Income					
7	42,703	3,659	0	Grants-Revenue	0
8	120,843	107,134	94,134	Client Contributions	96,399
9	142,144	108,875	137,061	Primary Care Trusts	151,053
10	88,543	83,129	96,129	Other Income	61,401
	394,233	302,797	327,324		308,853
	4,027,809	4,558,428	4,862,656	Delegated Budget	5,399,789
Non-Delegated Items					
11	157,801	180,992	(85,873)	Employees - FRS17 Pensions Adjustment	(83,880)
12	240,596	262,129	262,129	Departmental Recharges	365,053
13	366,697	553,387	554,554	Central Support Service Recharges	695,221
14	39,519	9,971	9,971	Repairs and Renewals	16,973
15	2,383,109	70,766	82,565	Asset Charges	82,565
	3,187,722	1,077,245	823,346		1,075,932
Less Income					
16	7,002,243	5,415,211	5,465,540	Departmental Recharges	6,258,673
17	213,288	220,462	220,462	Support Services	217,048
	7,215,531	5,635,673	5,686,002		6,475,721
	(4,027,809)	(4,558,428)	(4,862,656)	Non-Delegated Budget	(5,399,789)
	0	0	0	TOTAL BUDGET	0
	155.9	183.3	194.8	Total No. of Staff	208.4

Responsible Budget Holder

Head of Performance and Business Improvement

FURTHER INFORMATION

For further information about the service please see the Statement of Purpose, Learning and Development Workforce Strategy, Performance and Development Strategy or contact Pauline Blyth, Head of Service, Tel: (0191) 566 1712.

PLANNING AND TRANSPORTATION

ROLES AND RESPONSIBILITIES

The over-riding aims of the Planning and Transportation Portfolio are to:

- Create a city which is accessible, attractive, vibrant, safe and sustainable
- Ensure the city retains and nurtures its heritage
- Manage and improve infrastructure
- Support key initiatives to improve the economic, social and physical well-being of the city.

The Portfolio delivers these aims by:

- Discharging the council's statutory and regulatory functions relating to town and country planning, building regulations, highways and traffic, coastal protection and the Port of Sunderland
- Maintaining and improving the physical assets of the city
- Monitoring development in relation to planning policy
- Developing and promoting sustainable development strategies
- Developing schemes to improve road safety and minimise congestions
- Bringing Listed Buildings back into use and protecting and enhancing Conservation Areas
- Providing maritime and cargo handling services
- Developing and delivering sustainability and carbon management programmes
- Developing, promoting and delivering sustainable transport strategies.

PORTFOLIO CONTEXT

Statutory Context

Since Autumn/Winter of 2007, a raft of Parliamentary Bills, Regulatory amendments and revisions to national guidance have been introduced to largely deliver the proposals set out in the Planning White Paper. Where no legislative changes are required, these have been rolled out in 2008. To date the following have come into effect:

- In July 2008, the **Housing and Regeneration Bill** gained royal assent, paving the way for the creation of the Homes and Communities Agency. This new Agency will join up the delivery of housing and regeneration, bringing together the functions of English Partnerships, the investment functions of the Housing Corporation and the Academy for Sustainable Communities. The anticipated benefit for the council would be to have a single point of contact on meeting the city's housing and regeneration needs and tapping into the Agency's investment budget of over £5 billion per year
- In July 2008, regulatory changes were made to the preparation of **Local Development Frameworks (LDF)**, introducing new procedures intended to speed up the delivery of LDFs and setting out new guidance as to what documents may contain. Whilst a number of the new changes are welcomed, it will now require a review of the existing Local Development Scheme (LDF Project Plan) with the inevitable impact of delaying the further advancement of the LDF documents. However, the advantage will be that sites that are of strategic significance to the city will now be able to be allocated and delivered through the Core Strategy as opposed to being delivered through other LDF documents that will follow in due course
- In July 2008, the Secretary of State published the **North East of England Plan, the Regional Spatial Strategy (RSS)**. This now forms part of the statutory development plan for the city. It provides a broad planning framework for the city to 2021 setting out requirements for *inter alia* the delivery of a minimum of 15,000 new houses (net), the provision of 225 hectares of employment land, supporting the regeneration of the River Wear corridor in central Sunderland, including the Port
- It should be noted that under Government proposals for the Sub National Review of Economic Development and Regeneration, ONE North East would be responsible for the preparation of a broader **Integrated Regional Strategy** which combines both the functions of the Regional Spatial Strategy and the Regional Economic Strategy. To come into effect, new legislation is required. The council would however still maintain a co-ordinating role for representing the Tyne and Wear Authorities in any future iterations.

The Planning and Energy Act 2008 received Royal Assent on 13 November 2008. It will enable Local Planning Authorities to set requirements for energy use and energy efficiency in Local Development Frameworks.

The Planning Act received Royal Assent in November 2008 and is expected to come into force in spring 2009. The Act will introduce further changes to the planning system which includes:

- Fast tracking major infrastructure projects such as large power stations, schemes on or adding to the highway network requiring land outside the highway boundary and large port developments, with National Policy Statements and an appointed Infrastructure Planning Commission. The proposals would remove some of the council's powers. Government will set out a timetable for bringing forward the proposals and will consult on detailed regulations in 2009. There is a degree of uncertainty as to how the council would be involved in the decision making process

PLANNING AND TRANSPORTATION

- Powers for Government to introduce a new tax, the community Infrastructure Levy. Local Planning authorities will be empowered, but not required to set a charge on most types of new development in their area to fund essential infrastructure such as roads and other transport facilities, flood defences, schools and other educational facilities, medical facilities and sporting and recreational facilities. The new tax would run alongside the existing regime of Section 106 Planning Agreements. The implications of the levy are currently being evaluated
- Introducing further measures to streamline the preparation of Local Development Frameworks, including the removal of the requirement for Statements of Community Involvement being subject to examinations before an independent inspector and removing the need for Supplementary Planning Documents requiring formal sustainability appraisals
- Government had originally intended that appeals against refusals for minor development be determined at local level, however this was removed and the right to appeal still remains with the Secretary of State as the final arbiter.

The Climate Change Act came into force on 26th November 2008. The Act sets legal targets for carbon dioxide emission reduction at the national level. Present information suggests that the only legal obligation for the council under the new act will relate to emissions from the council's own estate. Whilst under no legal obligation to do so, the council is setting out its own strategy to demonstrate how the city can meet emission reduction targets in line with the Act through the citywide Climate Change Action Plan which was adopted on 5th November 2008.

Planning Policy Guidance 4 (PPG4) dealing with economic development is currently being reviewed, with a consultation draft published in December 2007. Its adoption is still awaited, but it will provide much needed up to date guidance to the existing PPG4, which is approximately 15 years old.

The recent amendment to the **General Permitted Development Order**, which came into force on 1st October 2008, has added World Heritage Sites (WHS) to the list of land known as 'article 1 (5) land'. This confers a more restricted set of permitted development rights and thus affords World Heritage Sites the same levels of protection from permitted development as other areas designated as article 1 (5) land, such as conservation areas and national parks. Work is already being undertaken, in conjunction with English Heritage, with regard to the control of future development in and around the setting of the candidate WHS. Preparation of the Masterplan for St Peter's, which is scheduled to be adopted by the council in December 2009, will provide better guidance in terms of determining planning applications.

In July 2008, consultation commenced on a partial review of **PPS6 "Planning for Town Centres"**. The protection of existing centres is reinforced, but the principal proposals relate to how local authorities should assess out of centre schemes with regards to new tests around the impact of non-central schemes (the precise details of which are to be set out in future guidance). The council responded to the consultation in September 2008 generally welcoming the proposed changes. However, the strength of the final version of PPS 6 to protect city and town centres currently remains difficult to assess without the benefit of the additional explanatory guidance notes.

Further guidance on a prospective **Community Infrastructure Levy** was published in August 2008 setting out how local authorities will be empowered, but not required, to place a charge on most types of new development in their area. The Levy would be based on simple formulae which relate the size of the charge to the size and character of the development paying it. The proceeds of the Levy will be spent on local and sub-regional infrastructure to support the development of the area. The Community Infrastructure Levy is proposed to be a voluntary mechanism for the council to take forward. However to do so will require considerable research in terms of the types of infrastructure required within schemes and the setting of a Levy that is appropriate to deliver those needs, but is not so significant so as to deter the development industry from investing in the city.

In early 2008, Government proposed to streamline the "**call-in**" **procedures for those Planning Applications that are required to be determined by the Secretary of State**. The proposals would consolidate the Statutory Instruments into a single document confining call-in directions to just three requirements - covering playing fields, Green Belt and flooding. The Government also wants to include town centres and heritage cases and has proposed new requirements to cover these two further categories. Its adoption has been delayed and is now expected in the next financial year.

Following the publication of the **Code for Sustainable Homes** in April 2007, all houses built after April 2008 must now receive a mandatory energy rating against this code, which will include a zero rating if no formal assessment is carried out. Carrying out an assessment and meeting levels of the Code will still be voluntary.

The Regional Spatial Strategy (Policy 38) requires that all major development (10 or more dwellings, or 1000m² or more of non-domestic development) has 10% renewable energy incorporated within new developments.

PLANNING AND TRANSPORTATION

The aim of the **Traffic Management Act 2004** is to reduce congestion and disruption of the road network and imposes a duty on local authorities to secure the expeditious movement of traffic. Although the Act allows authorities to make arrangements, as they consider appropriate to carry out their duties, there is a requirement to report on how they are managing their network and tackling congestion. The Secretary of State will assess reports from authorities to determine how well they are performing their duties and will take into account any serious traffic issues which may arise. Where the Secretary of State considers that an authority is failing he can service an Intervention Order. Further measures need to be put in place and an action plan will be developed. Fixed Penalty Notices for some streetwork offences can now be issued. Consideration will be given to the application of a permit scheme for road openings, subject to Department for Transport approval.

In 2009/10 it is anticipated that under the Traffic Management Act 2004 those authorities currently operating Civil Parking Enforcement (CPE) will be able to enforce bus lane and moving traffic contraventions (stopping in yellow box junctions, making prohibited turns, failing to comply with 'no entry' signs etc.). These powers will be reliant on detection using specialised camera equipment. The purchasing of the camera equipment, the setting up of the systems for the storage and processing of the images recorded by them and the issuing and recovery of penalty charge notices for the contraventions which they detect, will involve a financial investment.

The **Blue Badge Scheme** plays a key role in promoting the mobility of disabled people. As the value of the Badge has increased, it has become the subject of abuse. The Government is committed to reducing the level of abuse and is currently considering increasing the powers of the Civil Enforcement Officer to be able to confiscate Badges where abuse has been detected. The police currently have the powers to confiscate badges and it is anticipated that legislation to cascade this to local authorities will be implemented during 2009/10.

The **Local Transport Act 2008** is part of the Government's strategy for ensuring that we meet not only today's transport challenges but those of the future. Although it is not expected that the full impact of the Act will be felt until post 2011, it provides for the reform of the arrangements for local transport governance. Amongst the implications for the council is the proposal for the Public Transport Authority (PTA) to be renamed as the Integrated Transport Authority (ITA) with the responsibility for preparing future Local Transport Plans. The review of governance arrangements in the Tyne and Wear City Region has commenced. The review will consider the adequacy of current arrangements and potential for change, including both the exercise of powers relating to transport and geographical boundaries.

Transport forms one strand of the **Multi Area Agreement**, which covers the Tyne and Wear City Region, which aims to support the sustainable growth of the economy and the delivery of the City Region Business Case. The initial activities relate to improving strategic arrangements for transport in the City Region.

The **Local Area Agreement 2008-2011** identifies specific improvement targets for Transport covering congestion and access to services and ensuring there is sufficient housing choice. The congestion targets are being recalculated and access to services targets indicate a continuing high level of accessibility to key services, which will be challenging given the increasing use of cars, demographic changes and the presently limited influence over public transport provision. Work has commenced with Nexus to assess the adequacy of the current bus network to maintain and where possible improve accessibility to key services. The target relating to net housing completions was provisionally set at the start of the economic downturn. At that time the extent to which it would affect house building activity could not be fully predicted. Ongoing monitoring of house building locally and regionally will necessitate the need to recalculate this target to reflect the operational activities of the house building industry.

The **Road Safety Act 2006** relates to all activities, which have a direct impact on road safety. The Act also contains measures including provisions to pay road safety grants to local authorities so that innovative road safety projects can continue to be developed. It also includes powers for the Secretary of State to allow authorities to use surplus income from safety camera enforcement for road safety purposes.

The Department for Transport **Child Road Safety Strategy 2007** is directed at improving the safety of children on our roads by the introduction of 20mph and other traffic calming measures around schools and providing road safety education and training to all school children. The targets are to achieve a 50% reduction in child casualties against the 1994 to 1998 average by 2010, thereafter continuing to keep the trend in casualty numbers falling.

A **Sustainable School Travel Strategy** has been developed to satisfy the duties within the **Education and Inspections Act 2006**. The purpose of the strategy is to set out and explain how the council, through its policies, programmes and actions will maximise the level of sustainable travel journeys to and from schools/institutions within its area through the period 2007-2011. A draft strategy has been completed and subject to approval in mid 2009, will be available to the public.

PLANNING AND TRANSPORTATION

The **Municipal Ports Review** has recommended that local authorities consider options for the management of municipal ports as part of their modernisation. Should the Port partner procurement exercise not result in an operational partner for the Port, the options identified in the Ports Review will be considered.

The Marine and Coastal Access Bill was introduced to the House of Lords on 4 December 2008 and had its Second Reading on 15 December. It is expected that the bill will speed up the licensing process with better and more consistent licensing decisions delivered. Major works may take longer, but on the whole the industry feelings about the Bill are positive however, those who have special conservation areas in their estuaries may find granting of licences for works protracted. It is not anticipated that the Port of Sunderland will be greatly affected.

Local Socio-Economic Change

Research from the emerging Strategic Housing Market Assessment for the city is providing essential data around future housing needs across the city (by location and across all tenures) and the reasons why people are wishing to leave or move into the city. The Research has found that people are moving to Sunderland for a variety of reasons, particularly linked to personal circumstances. Sunderland is showing signs of being able to attract economically active households relocating to the area, including those working outside Sunderland. However, in overall terms, the Research has confirmed that the city's population continues to decline. The resident population of Sunderland in 2007, based on the 2004 population projections, was 281,500. Trend based projections indicate a further population decrease of 2.5% to 275,700 by 2029. Between 2000 and 2006, ONS migration data indicates a consistent net out-flow of residents from Sunderland (averaging at 1,187 per year) to Newcastle, County Durham and Yorkshire and the Humber in particular. A further key finding of the Strategic Housing Market Assessment is that there is a demand for affordable housing within the city.

The Research also found that there would be a significant shift in the age structure of the city. By 2029, it projects that:

- The proportion of residents aged 60 or over is expected to increase dramatically (33.2% increase in residents aged 60-74 and a 61.5% for those aged 75+)
- The number of residents aged 85+ is expected to more than double to 8,600. Sunderland would have the largest number of 85+ residents compared with other districts in Tyne and Wear
- The proportions aged 0-19 is expected to decline by 19.6% and 20-39 age group by 14.3%.

Stemming the sustained trend of net out-migration is a particular challenge for the council. These projections have very significant long-term implications for the provision of appropriate forms of accommodation and support for older people. This data will inform the emerging LDF and provide greater information in determining planning proposals to ensure that sufficient houses of the right type and quality are being provided in the right place to meet the needs of the city's changing population.

The activity of major housing providers e.g. Gentoo's renewal programme, is not as yet providing replacement housing as quickly as they are removing old stock. The high level of demolition impacts significantly on the ability of meeting the net dwelling completion targets set out in the adopted RSS.

The recent economic downturn is having a marked impact upon the housing sector on a national, regional and local level. Nationally, work on housing schemes considered viable 12 months ago are now stopping as developers are pulling out of schemes in an attempt to manage their risks.

The first part of 2008/09 has seen a continuation in the reduction in the number of planning applications first noted last year. At the end of September 2008 there were only 175 applications still awaiting a decision, as opposed to 319 at the end of September 2007. The effect of the economic downturn is being felt in terms of new applications of all types and size. This is not expected to change during 2008/09 and is likely to affect 2009/10.

Historically targets for development on brownfield land have been met e.g. 91% in 2005/06, 94.37% in 2006/07 and 94% in 2007/08. However, to meet the adopted RSS net housing target of 15,000 new dwellings, it is acknowledged that there will be a need to increase the proportion of development on sustainable Greenfield sites. The sustainable housing led regeneration in some of the coalfield areas will also require the use of greenfield sites e.g. Easington Lane.

Traffic flow continues to grow in the city, as it does throughout the country. Figures from the Department for Transport National Road Traffic Survey (measured in Million Vehicle Kilometres) indicated that between 2006 and 2007 traffic in Sunderland increased by 0.87%. This compares to 1.92% in Tyne and Wear, 1.83% in the Northeast and 1.08% in Great Britain.

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The increase in the number of cars available to households is relevant to traffic growth. Data from the 2001 and 1991 censuses indicates that the number of cars available to households increased by 29.5% in Tyne and Wear, compared to 26% in England and Wales. However as indicated in the 2001 census, car ownership remains relatively low in Tyne and Wear with 58% of households with at least one car or van, compared to 73% in England and Wales. Consequently there is potential for significant future growth in car ownership and use in Tyne and Wear, should this continue to increase towards the level for England and Wales. The increase in car usage has created parking problems at key sites across the city particularly in residential areas. The council is working with employers throughout the city to produce travel plans which incorporate measures to encourage staff to consider alternative methods of transport to single car occupancy. A Parking Management Scheme pilot is also being undertaken at two key sites in the city, commencing with a public consultation exercise in early 2009. The results of the pilot will inform the development of a Parking Management Strategy for the council.

Figures from the 2006 report on the ongoing Tyne and Wear Household Travel Survey (which commenced in 2003) indicate that 50% of journeys to Sunderland City Centre were made by private vehicles, 20% by public transport and 30% by walking or cycling. The relatively high proportion of trips by walking or cycling may reflect the close proximity of some residential areas in Sunderland to the City Centre. The proportion of public transport trips is moderately high, given the general decline in public transport patronage in most areas over recent years. The figures may reflect the high level of access to central areas by bus services (such as to Fawcett Street and Holmeside), and by Metro and rail services. In addition, Park Lane is the second busiest transport interchange in Tyne and Wear. However, there is potential for increases in traffic flows to the City Centre, with a resultant risk that residents' quality of life could be affected by the associated road safety, congestion, accessibility and air quality problems. Competition for car parking spaces is also likely to increase at peak times. Work is due to commence shortly on an update report on the Tyne and Wear Household Travel Survey, which is expected to be produced in early 2009.

To maintain an appropriate balance between good access to the City Centre by private vehicle and to avoid difficulties associated with traffic flow increases, it is important that investment in public transport, walking and cycling facilities should continue in future. Such investment will continue to develop Sunderland as an accessible and safe city with an effective integrated transport system.

Figures from Nexus indicate that total public transport patronage in Tyne and Wear show 176 million journeys in 2007/08. This represents an increase by 1.2% (or 2.1 million journeys) on 2006/07 and is the second consecutive year of growth. This growth comes on the back of a 20-year period of decline in bus patronage since bus deregulation in 1986. The recent increase is largely attributed to the concessionary travel scheme that was introduced in April 2006, providing free travel on bus for the elderly and disabled within Tyne and Wear. To complement the free bus travel Nexus introduced the 'Gold Card' scheme that provided the elderly and disabled with 'free' travel on Metro for a nominal annual fee. Concessionary travel for under 16's has also been reintroduced. Whereas the growth in bus patronage was predominantly attributable to concessionary travel, Metro also recorded strong growth in fare paying passengers in 2007/08 with total patronage on Metro closing just short of 40 million journeys. The mode split of public transport patronage in Tyne and Wear in 2007/08 comprised 75.9% Bus and 22.6% Metro, with the remainder represented by Rail (1.2%) and Ferry (0.3%).

Other Key Issues

Many of the improvements with the Planning and Environment Service over recent years have been underpinned by the Planning Delivery Grant. The grant mechanism has now been radically overhauled with the introduction of the Housing and Planning Delivery Grant (H&PDG) in 2008 to cover the next three years. Development Control performance will no longer be rewarded by this new grant (however, poor performance will result in reduced awards). The emphasis has now turned to delivering the Government's housing growth agenda and rewarding the delivery of LDF documents which deliver in excess of 2000 houses and in the meeting of housing completion targets (based on a pro rata of the city's existing housing stock and not related to RSS targets).

This new detailed methodology for the H&PDG has significantly affected the service's reward based on its performance for 2007/08. Whilst work has progressed on delivering the city's LDF (where 100% of the key milestones targets were met in 2007/08) each plan was not at a significantly advanced stage to qualify for the full entitlement. Equally, Gentoo's demolition programme without replacing the older stock, has affected the council's ability to meet the housing year 1 target of 926 net new dwellings.

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There has been a trend where the Planning Inspectorate has upheld an increased proportion of planning appeals against refusals of consent by the council. In the first 6 months of 2007/08 53.85% of appeals submitted to the Inspectorate were upheld. It can be speculated that one reason for this trend is the lack of up-to-date policies and guidance. The emerging LDF will provide an up to date suite of performance indicators for determining applications and in addition a range of Supplementary Planning Documents (SPDs). All proposed refusals are now being double checked to ensure that the grounds are robust. Appeals that are upheld are scrutinised to identify trends and the findings have been used to inform future decisions. As a result adverse planning decisions are now down (end October 2008) to around 23%.

The existing project plan in relation to the preparation of the LDF is currently being reviewed following recent regulatory changes. Of particular consequence is the ability to now consider the allocation of 'strategic sites' within Core Strategies (previously prohibited). Whilst this will delay the preparation of the Core Strategy, it will have the added advantage of providing an up to date and comprehensive planning framework for the quicker delivery of key sites within the city as opposed to considering them in subsequent planning documents at a later date.

There is an increasing need to carry out Sustainability Appraisals on all areas of council business (key decisions, contracts, projects), as required by existing CPA guidelines, and emerging CAA requirements. This responsibility is likely to fall to services in the Portfolio. Sustainability appraisals will add value to council services by improving the social, economic and environmental benefits of council decisions, contracts and projects. One such example being the move from bottled to mains water coolers resulting in reduced packaging and transport associated with bottled water and cost savings to the council. Sustainability Appraisals will enable the identification of other areas of council business to be improved in similar ways.

The council has been successful in securing on-going support for the development of the New Wear Bridge phase of the Sunderland Strategic Transport Corridor. Work is underway to prepare contract documents and secure all necessary statutory consents to allow construction to commence in 2011. Following Cabinet approval in December the designer of the concept design is to be commissioned to develop the design up to a point where greater certainty on the key issues of cost, build ability and risk can be established. The outcome of this work will inform the ultimate decision on which bridge to build.

Additionally, funding is being sought for major improvements to key transport corridors to assist public transport. A scheme for improvements at the Wheatsheaf junction has been approved by cabinet at an estimated cost of £3m, which subject to approval by the Department for Transport approval could commence in Autumn 2010. Further proposals are being developed for Chester Road, Durham Road and the City Centre which could result in a multi million pound investment.

Revision of the Major Scheme Business Case for the Central Route is on-going and it is anticipated that a revised submission will be made to the Department for Transport (DfT) in March 2009 to seek Conditional Approval.

The Sunderland Strategic Transport Corridor (SSTC) has been given Conditional Approval from the DfT and work to progress the project to seek Full Approval will be ongoing.

On-street parking enforcement has been delivered in-house since December 2007. Arrangements are now being put in place to commence in-house delivery of off-street parking enforcement in February 2010.

Improvements continue to be made in reducing the number of public liability claims made. For 2007/08 the repudiation rate improved from 76% to 82%, partly due to the improvement in the condition of the road network through judicious investment and also changes to the method and mode of highway safety inspections.

The council has commenced a procurement exercise for a commercial partner for the Port of Sunderland. This process has led to the selection of a preferred partner with whom negotiations are underway. Should negotiations prove successful it is anticipated that a new company will be formed to take the Port forward in a partnership arrangement. If negotiations are unsuccessful, the council will consider options for the future governance of the Port. The regeneration of the Port and its sustainability as a business is the principal objective.

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ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Quality of Life We will improve the quality of life for city residents</p> <ul style="list-style-type: none"> ▪ Launch Climate Change Action Plan by June 2008 ▪ Deliver the council's 5-year Carbon Plan ▪ Engage in consultation as set out in the adopted Statement of Community Involvement (SCI) with stakeholders and the wider community around the content of the Local Development Framework (LDF) core strategy and Allocations Development Plan Documents 	<p>Yes - Climate Change Action Plan was adopted in November 2008</p> <p>Yes - £1.18m of investment secured for wind and wood energy schemes. Invest to Save funding increased to £480,000 for energy efficiency improvements</p> <p>Yes - A review of the effectiveness of consultation undertaken for the Core Strategy and Housing Allocations has been conducted in conjunction with the Corporate Consultation Manager</p>	<p>Carbon reduction and more efficient use of natural resources in line with 15 year Carbon Reduction Framework</p> <p>Council carbon emissions dropped by 1.6% in 2007</p> <p>SCI reviewed to ensure better community consultation is achieved</p>		SP5
<p>Highways We will maintain and improve the city's infrastructure and road network by ensuring it assists the improvement of the city's economic prosperity, whilst managing levels of congestion</p> <ul style="list-style-type: none"> ▪ Progress the development of further travel plans by working with employers in the city ▪ Complete negotiations with the DfT on the major business case for the Sunderland Strategic Transport Corridor (SSTC) ▪ Refine the business case and seek DfT funding for the Sunderland Central Route. Subject to approval of funding to commence advance works 	<p>No - The key priority for the Travel Plan co-ordinator has been to maintain and support the Doxford Park and Council Travel Plans. Discussion with the Royal Hospital about developing their Travel Plan has been initiated however there has been no further progress</p> <p>Yes - The DfT have accepted the SSTC into its programme and public consultation on the bridge choice completed. SSTC Gateway Review and Capability Assurance Review completed</p> <p>Yes - A revised business case will be submitted to DfT in Spring 2009. Further work required to traffic model</p>	<p>SSTC accepted into DfT programme and conceptual bridge selected for further developmental work. SSTC Improvement Action Plan developed</p> <p>DfT funding for Central Route which will enable the construction process of a bypass for Fencehouses and Newbottle to commence</p>		SP5

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Review Traffic Regulation Orders (TROs) for Sunderland South, Sunderland North, Sunderland West, Washington and Houghton areas. 	<p>Yes - A new South Order has been prepared. Legal Services are awaiting Counsel's response with regard to the accuracy and completeness of the proposed new South Order. All remaining orders will have been reviewed and prepared by the end of the 2008/09 financial year</p>	<p>More robust management and enforcement of moving or waiting of traffic, which will assist traffic flow, manage congestion and improve road safety</p>		
<ul style="list-style-type: none"> ▪ Introduce a Civil Parking Enforcement Regime 	<p>Yes - The new Civil Parking Enforcement regime has been introduced</p>	<p>Effective operation of Parking Enforcement which will assist with road safety, access and congestion management</p>		
<ul style="list-style-type: none"> ▪ Review moving Traffic Orders 	<p>Yes - Consideration has been given to whether external resources or internal resources will be used to carry out a review of Prescribed Routes. Sample data relating to 10% of Prescribed Routes is being evaluated to establish a work programme and cost for evaluating the whole of the Prescribed Route network</p>	<p>The council will be prepared for the enforcement of moving traffic offences when the relevant powers have been enacted</p>		
<ul style="list-style-type: none"> ▪ Implement schemes to reduce congestion in line with the Local Travel Plan Congestion Reduction Plan 	<p>Yes - Toll Bar Road, replacement of roundabout with traffic signals and priority bus lane (N to S) started on site on 06/10/2008 as a 16-week work programme. Southern Radial Route (SRR) traffic flows and speed measurement surveys are ongoing</p>	<p>Assists the council's target that congestion does not increase by more than 7% over the 2006 baseline</p>		
<ul style="list-style-type: none"> ▪ Develop business case for a programme of Bus Corridor improvements and bus priority measures including Wearsheaf Gyratory, Newcastle Road and Kier Hardy Way 	<p>Yes - Wearsheaf Gyratory - an action plan has been compiled and subsumed into Bus Corridor Business Case Bid which has been forwarded to Nexus for submission to DfT. Chester Road/Durham Road - Phase 3 bid 2008/09. Chester Road - Cabinet report targeted for December 2008. Durham Road business case bid being developed with a view to reporting to Cabinet in April 2009</p>	<p>Improved reliability of services and in the longer term an increase in bus patronage</p>		

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement the Highway Asset Management Plan (HAMP) 	<p>Yes - Final draft HAMP has been submitted by consultant and is being reviewed prior to acceptance and implementation</p>	<p>HAMP will ensure that investment is targeted at those areas in greatest need of improvement. The network will be of good condition and fit for purpose</p>		
<p>Built Environment We will promote and secure high standards of design and development in the built environment, safeguard and enhance the natural and built environment and protect and preserve historic buildings</p> <ul style="list-style-type: none"> ▪ Improve the level of protection afforded to significant historic assets ▪ Consult on possible buildings for inclusion in a Local List ▪ Progress preparation of Character Appraisals for Washington and Newbottle Conservation Areas for adoption as Planning Guidance ▪ Assist the Wearmouth - Jarrow initiative to complete the World Heritage Site (WHS) Management Plan ▪ Progress the implementation of the Old Sunderland townscape heritage Initiative (THI) in partnership with the Heritage Lottery Fund (HLF) 	<p>Yes - 33 Townscape Heritage Initiative Grants awarded. 23 Sunnyside Commercial Property Grants awarded</p> <p>Yes - Draft Project Plan for the preparation of a list of local historic buildings prepared. Government is preparing a revised Planning Statement on the built heritage which will further inform the project</p> <p>Yes - Character Appraisals and associated Management Proposals being undertaken on Washington Village Conservation Area and Newbottle Village Conservation Area and will be submitted to Cabinet for approval by the end of March 2009</p> <p>Yes - A consultant was appointed in September 2008 to develop the St Peter's Riverside Framework. 1st draft interim report of St Peters Riverside Planning Framework to be developed by the end of March 2009</p> <p>Yes - A meeting with the Heritage Lottery Fund to look at alternatives outside of the scope of the original project is being arranged. Awaiting HLF's formal approval of a revised action plan which will extend the life of the project and allow for the inclusion of sites such as Gladstone Bridge/House</p>	<p>Historic buildings and buildings of importance to the city brought back into use and maintained appropriately</p> <p>Plan developed but further progress will depend on outcomes of the draft bill</p> <p>Development in Conservation Areas will be better guided and manage to ensure the character and heritage of the area is maintained</p> <p>Planning framework in place to guide and control the development of the site</p> <p>Historic buildings restored and brought back to use which will advance the regeneration of the area</p>		<p>SP5</p>

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
	A draft disposal brief for marketing the Orphanage site has been prepared and EMT have given approval to market the site as a special needs housing scheme and seek an appropriate housing provider for the scheme. 49/51 High Street East development issues resolved and planning approval for the site is now in place			
<p>Regeneration We will continue with the regeneration of the city by:</p> <ul style="list-style-type: none"> ▪ Working with key partners to produce necessary planning frameworks ▪ Assist Sunderland arc in delivering the regeneration of Central Sunderland 	<p>Yes - High Court Challenge - Alteration No 2 and Vaux Site The matter has been removed from the high court list on the basis of a draft Consent Order. A draft report has been completed which was submitted to Cabinet in December 2008 seeking approval to undertake Stakeholder Consultation and Sustainability Appraisal consultation on the Stadium Village Development Framework. Holmeside Triangle Draft Development Framework - initial stakeholder Consultation was completed in October 08. An exclusivity agreement with the developer Thornfield was agreed by Cabinet in November 2008. Planning application submitted by Tesco in relation to Sunderland Retail Park and it is likely that a recommendation on the application will be made to the Planning and Highways Committee in February 2009. Discussions between ONE and Tesco over the acquisition of the site are on-going</p>	<p>Planning framework in place to enable the construction of new housing, commercial and leisure developments for key sites in the city. Tesco agreed to drop its appeal against non-determination of its planning application</p>		SP5
<ul style="list-style-type: none"> ▪ Assist the Sunnside Partnership in delivering the regeneration of the Sunnside area including its grant scheme to historic Sunnside and public realm enhancements 	<p>Yes - 23 commercial property grants have been awarded. Design of Public Realm improvements worth £2.2 million are being progressed. The Revised Sunnside Masterplan was approved by Cabinet in July 2008 as a Supplementary Planning Document</p>	<p>The establishment of an attractive and vibrant mixed-use city centre quarter with a range of housing, leisure, cultural and employment uses</p>		SP5

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Progress the master planning of East Sunnyside and procurement of a developer 	<p>Yes - Property acquisition strategy is being brought forward and funded by ONE with a view to being reported to Cabinet in mid 2009</p>	<p>The Sunnyside Partnership won the prestigious RICS Renaissance Award for the Gardens in April 2008. The Place was completed in May 2008 and won a Landmark Award from the Journal newspaper's regional development awards scheme</p>		
<ul style="list-style-type: none"> ▪ Confirm position in relation to developer for expansion of The Bridges 	<p>Yes - Cabinet agreed in September 2007 a proposal specifically for redevelopment of Crowtree Leisure Centre. Discussions have taken place with Land Securities who have indicated that although the development is feasible, at this point in time it is not viable</p>	<p>Position confirmed as not viable in a further report to Cabinet in December 2008</p>		<p>SP5 SP2</p>
<ul style="list-style-type: none"> ▪ Procure contractor and commence works on the 25 metre pools 	<p>Yes - Contractor appointed and detailed designs confirmed. Planning permission for both Baths obtained. Hetton Baths demolition completed in October 2008. Silksworth on target for completion in September 2009 and Hetton will be complete October 2009</p>	<p>Improved leisure facilities at key sites within the city which will contribute to a healthier population</p>		<p>SP5</p>
<ul style="list-style-type: none"> ▪ Assist in the implementation of Gentoo's renewal programme particularly the major renewal areas at Southwick, Doxford Park and Pennywell 	<p>Yes - Southwick Masterplan has been developed and approved and is being implemented on site. Doxford Park Masterplan has been approved and planning consent has been granted for the first 3 phases of the plan. Phase 1 is currently being implemented on site. Planning consent has been granted for Pennywell Phase 1 which is now on site. Detailed discussions are taking place between Planning and Gentoo regarding Phase 2 site access and proposed development form</p>	<p>New houses and better quality housing provision across the city</p>		

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Assist in the implementation of the University's development plan 	<p>Yes - Masterplan initiated in respect of St Peter's Riverside. University Campus requirements have been identified and Chester Road Wearmouth Hall redevelopment is underway. A draft brief has been prepared for the Ashburne House site and will be issued to the University's consultants in due course</p>	<p>Key sites across the city are developed in line with a citywide framework which ensures best use and fit of partners resources and requirements</p>		SP5
<ul style="list-style-type: none"> ▪ Procure consultant advice on Phase 2 of the Local Asset Based Vehicle (LABV) study and appoint project manager 	<p>Yes - The need for a project manager is no longer required at this stage</p>	<p>LABV to be reconsidered in the light of development of an Economic Masterplan for the city</p>		SP5
<ul style="list-style-type: none"> ▪ Implement Easington Lane Development Framework 	<p>Yes - Murton Lane Masterplan accepted and negotiation taking place in relation to Section 106 agreements. It has been decided in agreement with the developers that a drainage tank will be installed to address drainage issues which have been affecting Masterplan proposals. The drainage capacity requirements for the Forest Estate site are being investigated. Discussions are taking place between Property Services and Taylor Wimpey re access to Murton Lane</p>	<p>Provision of high quality housing in the Coalfields area</p>		SP5
<ul style="list-style-type: none"> ▪ Complete Port of Sunderland Business Plan 	<p>Yes - Business Plan completed and revaluation being sought. Negotiations proceeding and a decision expected in December</p>	<p>Improved trading position for the Port</p>		SP1
<ul style="list-style-type: none"> ▪ Agreed action plan and deliver priority aims 	<p>Yes - Agencies have been interviewed regarding executive search for new Business Manager. Appointment on hold until partner procurement resolved</p>			
<ul style="list-style-type: none"> ▪ Confirm council position regarding Port governance and preferred option 	<p>Yes - Port governance arrangements will be revisited should negotiations prove to be unsuccessful. Draft options paper is being prepared</p>			

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Road Safety We will work towards improving road safety with particular emphasis on child safety by:</p> <ul style="list-style-type: none"> ▪ Increasing the level of children/young persons use of sustainable modes of transport ▪ Identifying measures needed in areas of deprivation linked with Road Safety Education, Training and Publicity ▪ Implementing the provisions and actions of the Sustainable School Transport Strategy ▪ Continuing to assist schools in the preparation of their School Travel Plan ▪ Providing road safety training and education to school children ▪ Undertaking a comprehensive review of speed limits with a specific focus on those routes with the highest recorded incidents of speed related accidents 	<p>Yes - Work has continued in relation to school travel plans, road safety training and education and cycle training</p> <p>Yes - Work has continued in relation to school travel plans, road safety training and education and cycle training</p> <p>Yes - 43 plans complete</p> <p>Yes - Pedestrian Training programme is currently being delivered to Year 1 and Year 2 pupils in 83 of the primary schools</p> <p>Yes - A preliminary assessment of 40mph roads in residential areas has been completed, and the findings have been considered by officers</p>	<p>Increase in the number of schools considering sustainable travel</p> <p>Increase in number of children who have received road safety awareness and training and a reduction in the number of children involved in road traffic accidents</p> <p>The development of a programme for speed limit reductions across the network and a reduction in the number and severity of road traffic accidents</p>		<p>CIP5 CIP2</p> <p>CIP2</p> <p>CIP5</p>
<p>Major Incidents We will respond to major incidents and other emergencies:</p> <ul style="list-style-type: none"> ▪ Improve the Major Incident Plan process by identification of rest and humanitarian assistance centres to be used in times of crisis following major incidents ▪ Identification of centres ▪ Build processes into Major Incident planning and response 	<p>Yes - Major Incident Plan has been amended to include details of rest and humanitarian centres. Additional work is ongoing with Sunderland University to identify one of their premises as a Humanitarian Assistance Centre</p>	<p>Better response to incidents leading to reduced risk of potential injury and damage to infrastructure. Timely and appropriate help and support to those affected by incidents</p>		<p>SP3</p>

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KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Clean, green sustainable city</p> <p><u>PLANNING AND ENVIRONMENT</u></p> <p>We will reduce the environmental impact of the council and tackle risks arising from climate change</p>	<p>Facilitate delivery of year 3 of the council's 5 year Carbon Plan with the aim to reduce carbon emissions from council operations by 10% (below 2006/07 figures) by 2012 5% reduction to be achieved in 2009/10</p> <p>Key projects include: Feasibility study on wind turbine development. 5 new schools will open with 50% fewer carbon emissions. £150,000 invested in building energy efficiency improvements to include: Civic Centre car park upgrade of lighting South Hylton House new boiler system</p> <p>Manage delivery of the city's Climate Change Action Plan and produce annual progress reports</p>	<p>Facilitate delivery of year 4 of the council's Carbon Plan 7% reduction to be achieved in 2010/11</p> <p>Continue to manage delivery of the city's Climate Change Action Plan</p>	<p>Facilitate delivery of year 5 of the council's Carbon Plan 10% reduction to be achieved</p> <p>Continue to manage delivery of the city's Climate Change Action Plan</p>	<p>A measurable reduction in the council's energy consumption and carbon emissions leading to: Reduced energy costs for the council. A reduction in pollution and improvement in air quality</p> <p>The city's carbon emissions show measurable reduction leading to a reduction in pollution and improvement in air quality</p>	<p>Q1 Complete feasibility study for medium wind turbines</p> <p>Q2 Consider land lease options for large wind turbines</p> <p>Q4 All final wind turbine sites selected for development.</p> <p>Q1 - Q4 Publish 6 "cut your carbon" campaign posters</p> <p>Q1 Launch year Low Carbon City campaign. Launch environmental business grant programme</p>	<p>MPP</p> <p>MPP</p>

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q4 50% of businesses supporting carbon campaign, 20 businesses received support grant	
	Weather and Climate Risks. Begin work to tackle major risks of flooding and heat waves. Carry out a full climate risk assessment. Adopt an action plan to tackle all weather and climate risk	Weather and Climate Risks. Action plan commenced to address all serious weather and climate risks	Weather and Climate Risks. Action plan to be monitored, reviewed and revised	The council, city and residents are more resilient to weather and climate impacts	Q1 Major risks communicated to Heads of Service and LSP partners Q3 Action plan adopted by Council	
	Develop a waste plan, setting targets for cutting council waste and increasing recycling	Deliver the waste plan	Deliver the waste plan	Council waste is reduced with increased recycling	Q1 Appoint Waste Officer Q4 Waste plan and targets developed and adopted	
	Develop Sustainability appraisals on key council decisions, contracts and projects to improve their sustainability	Conduct Sustainability appraisals on key council decisions, contracts and projects to improve their sustainability	Conduct Sustainability appraisals on key council decisions, contracts and projects to improve their sustainability	Evidence of where decisions, projects or contracts have been improved and made more sustainable	Q2 Appoint Sustainability Officer, to deliver sustainability appraisals Q4 All key council decisions, contracts and projects receive a sustainability appraisal	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Highways TRANSPORT AND ENGINEERING</p> <p>We will maintain and improve the city's infrastructure and road network by:</p> <p>Ensuring it assists the improvement of the city's economic prosperity, whilst managing levels of congestion</p>	<p>Undertake statutory processes and preliminary design work of the Sunderland Strategic Transport Corridor (SSTC) new Wear Bridge phase</p>	<p>Complete statutory process and detailed design work</p>	<p>Commence construction</p>	<p>Development of new roads and a new bridge to support the movement of cross river traffic and better connect the city centre and key riverside development sites with the A19</p>	<p>Q1 Construction tender assessment</p> <p>Q2 Preferred bidder selected</p> <p>Q3 Advertise Statutory Orders</p>	<p>HoTE</p>
	<p>Seek tenders for construction of the Central Route subject to conditional approval from the Department for Transport (DfT)</p>	<p>Commence advance works on the Central Route</p>	<p>Construction ongoing</p>	<p>Construction of a by-pass for Fencehouses and Newbottle which will remove much of the through traffic and improve access to industry and employment</p>	<p>Q1 Obtain Conditional Approval from DfT</p> <p>Q2 - Q4 Progress implementation</p>	<p>HoTE</p>
	<p>Adopt a Highways Asset Management Plan (HAMP) and Network Management Plan and establish the 2010/11 Carriageway, Footway and Footpath Maintenance Programme using the HAMP</p>	<p>Deliver the 2010/11 Carriageway, Footway and Footpath Maintenance Programme using the HAMP</p>	<p>Deliver the 2011/12 Carriageway, Footway and Footpath Maintenance Programme using the HAMP</p>	<p>Funds will be directed to areas of greatest need i.e. highway and footpath maintenance to ensure satisfaction levels are optimised. Maintain reduction in the number of public liability claims</p>	<p>Q1 Revise draft HAMP /NMP taking into account consultant inventory analysis</p> <p>Q4 Agree service/ maintenance standard and establish management plan</p>	<p>HM</p>
	<p>Consider the results of the Parking Management Scheme (PMS) consultation process for the Royal Hospital and Stadium of Light areas. Implement proposals and develop a PMS policy</p>	<p>Implement PMS policy in other potential areas</p>	<p>Implement PMS policy in other potential areas</p>	<p>Improve safety and traffic flow and reduce congestion due to the implementation of parking measures. Improve traffic flow with the aim to keep congestion to a 7% growth rate to the end of the Local Transport Plan (LTP) period (2011)</p>	<p>Q1 - Q2 Analyse findings from PMS Pilot</p> <p>Q3 - Q4 Develop a PMS policy based on the outcomes of the consultation process and agree through cabinet</p>	<p>TRSM</p>

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Prepare to deliver in-house off-street parking enforcement	Deliver in-house off-street parking	Deliver in-house off-street parking	Effective operation of Parking Enforcement	<p>Q1 Review and revise internal operations to prepare for the new regime. Procure new Notice Processing software. Commence negotiations with staff and trade unions</p> <p>Q2 Review establishment of proposed new structure</p>	PM
	Develop a programme of Bus Corridor Improvements and bus priority measures including Chester Road, Durham Road, A1231 and City Centre Ring Road. Subject to DfT funding approval complete detailed design for Wheatsheaf/ Stadium Park improvements	Subject to DfT funding approval commence Wheatsheaf/ Stadium Park improvements and complete detailed designs for Chester Road, Durham Road and A1231	Subject to DfT funding approval undertake Chester Road improvements and commence Durham Road and A1231 improvements and complete detailed design for City Centre Ring Road	Reduction in delays, improved reliability and in the longer term increased bus patronage	<p>Q2 Seek Cabinet approval for Major Scheme Business Case for Durham road bus prioritisation measures and A1231</p> <p>Q4 Seek Cabinet approval for Major Scheme Business Case for City Centre Ring Road improvements</p>	TM
	Support Nexus to carry out the redesign of the Sunderland bus network			Improved bus service provision in Sunderland	<p>Q1 - Q4 Assess with Nexus the current provision</p> <p>Bring forward proposals for network design</p>	TM
	Undertake a review of subway provision and clarify investment priorities	Complete	Complete	Appropriate course of action will be identified for each subway and resource requirements to implement actions will be ascertained	<p>Q1 - Q4 Dependant on the outcome of the review develop programme of works</p>	HoTE

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q2 - Q3 Cabinet approval to formally consult	
					Q4 Cabinet adoption. Work with developers to bring forward proposals	
	Holmeside Triangle Engage in pre-planning application discussion with preferred developer to enable submission of a planning application by no later than the end of March 2010	Holmeside Triangle Assess and administer the planning application	Holmeside Triangle Monitor development agreement and the developers progress in relation to site assembly		Holmeside Triangle Masterplan Framework Q1 - Q4 Work with preferred developers to bring forward development proposals	
	Sunderland Retail Park Determining the outline planning application and subsequent reserved matters. Application to be submitted by mid 2009	Sunderland Retail Park Assess and administer the planning application	Sunderland Retail Park Monitor development agreement		Sunderland Retail Park Q2 - Q4 Determine outline planning application	
	Lisburne Terrace Bring forward a planning framework Engage in pre-application discussion	Lisburne Terrace Assess and administer the planning application	Lisburne Terrace Monitor development agreement	Vacant buildings brought back into use. Acquisition and development of key sites, job creation and new housing. Visible signs of new development and regeneration of East Sunnside and Tavistock. Improvements to surrounding streets	Lisburne Terrace Q1 - Q4 Planning framework and pre-application discussion	
	Continue regeneration of the Sunnside area by: Bringing vacant buildings back into use	Continue regeneration of the Sunnside area Development of East Sunnside and Tavistock initiated	Continue regeneration of the Sunnside area Development of East Sunnside and Tavistock ongoing		Q1 - Q4 Work with the Partnership to secure development proposals for East Sunnside and Tavistock	
	Phased comprehensive redevelopment of East Sunnside and Tavistock					

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Public realm improvements Completion of works to the following streets: St Thomas Street Athenaeum Street High Street West West Sunnyside Norfolk Street				Public realm improvements Q1 Commence works on site Q1 - Q3 Phase one construction works ongoing Q4 Phase two construction works and completion on site	
	Work with the owners of Hendon Sidings to bring forward proposals compatible with the operational needs of the Port of Sunderland or other appropriate land users to assist in the regeneration of the East End of Sunderland	Continue to work to assist in the regeneration of the East End of Sunderland	Continue to work to assist in the regeneration of the East End of Sunderland	Comprehensive redevelopment proposals in place for a longstanding area of derelict land	Q1 Resolve Port access arrangements including funding Q2 Negotiate with land owners Submission of an appropriate planning application Q3 - Q4 Assist in implementation of proposals	
	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Continued development of key renewal sites	Q1 - Q2 Work with Gentoo in reviewing its renewal strategy Q1 - Q4 Monitor implementation of planning consent	
	Assist the implementation of the University's development plan	Assist the implementation of the University's development plan	Assist the implementation of the University's development plan		Q1 - Q4 Consider use of University's surplus assets within the Local Development Framework process	

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Undertake measures to improve capacity at the A19 junction with the A1231 and A690	Complete	Complete	A necessary requirement of the Highways Agency to support the development of Turbine Business Park and Rainton Bridge South Business Park	Q1 - Q4 Provide the funding and technical support to the Highways Agency	TM
<u>PLANNING AND ENVIRONMENT</u>						
Public Realm and other city centre improvements	Develop a strategy for the implementation of city centre projects including Market Square and Sunderland Station	Rollout the city centre action plan	Continue roll out of action plan	Improve the attractiveness of the city centre enabling it to compete with other major centres in the region on the basis of it's urban design qualities	Q1 - Q4 Secure funding for major public realm works. Bring forward a city centre vision document. Work with Network Rail to carry out a feasibility study for improvements to Sunderland Station Support other city centre based initiatives such as Cultural Quarter and Legible City	HoPE
<u>PROPERTY SERVICES</u>						
Complete Port of Sunderland Business Plan and utilise as business management tool	Implement Port of Sunderland Business Plan and implement agreed Port governance option (see actions in Property Services pages in the Resources Portfolio)	Continue implementation and review of Business Plan	Continue implementation and review of Business Plan	Improved trading position for Port leading to job retention and new job creation. New capital investment agreed for Port infrastructure	Q1 - Q4 Port Board meetings to manage implementation of Port Business Plan Q2 Agree governance arrangements for Port	HoLP

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
PLANNING AND ENVIRONMENT						
Built Environment We will promote and secure high standards of design and development in the built environment, safeguard and enhance the natural and built environment and protect and preserve historic buildings	Adopt St Peter's Riverside Masterplan as a Supplementary Planning Document (SPD)	Implement Masterplan	Implement Masterplan	A detailed planning framework to guide and control development in the setting of the candidate World Heritage Site (WHS) available as evidence to demonstrate to the assessors the council's planning provisions for managing the site	Q1 Stakeholder consultation Q2 - Q3 Cabinet approval to formally consult Q4 Cabinet adoption. Work with developers to bring forward proposals which have regard to the integrity of the WHS and support the Wearmouth/Jarrow partnership's work to secure inscription of the St. Peter's and St. Paul's site as a WHS	PIM
	Improve the level of protection afforded to significant historic assets subject to receiving government guidance. Consult on possible buildings for inclusion in a local list	Assess submissions against eligibility criteria and refine local list	Refined and final local list approved and established, monitor together with listed buildings at risk	Establishment of a local list of buildings of architectural and/or heritage merit (not nationally recognised but of importance to local residents) that can be protected through forthcoming legislation	Q2 In light of government guidance, finalise project plan Q3 Initiate consultation process Q4 Receive and record responses for analysis and assessment	PIM
	Prepare Seafront Regeneration Strategy and submit bid for 'Sea Change' funding for initial seafront project	Subject to outcome of funding, initiate seafront project	Subject to outcome of funding, continue with seafront project	A strategy that will set out the council's aspirations for the seafront at Roker and Seaburn and provide a framework for its future development, environmental improvement and related investment decisions	Q1 Develop preferred option for consultation. Consult on preferred option Q3 Prepare final strategy in light of consultation responses	HoPE

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Meet the milestone targets as identified in the Local development Scheme (LDS) for each development Plan Document (DPD)	Meet the milestone targets as identified in the LDS for each DPD	Meet the milestone targets as identified in the LDS for each DPD	<p>Provision of an up to date Development Plan for the city</p> <p>Provision of formal planning guidance to assist delivery of housing renewal and regeneration in various parts of the city</p>	<p>Q4 Submit Seafront Regeneration Strategy to Cabinet for adoption</p> <p>Q1 Complete core strategy issues and options consultation. Commence Allocations DPD issues and options consultations</p> <p>Q3 Revised core strategy preferred option consultation. Complete Hetton Downs Area Action Plan Publication Plan. Consultation on Hetton Downs Area Action Plan Publication Plan and submission stage to Government Office</p> <p>Q4 Hetton Downs Area Action Plan Examination (All above subject to formal verification through the revised LDS)</p>	MPP
<p>TRANSPORT AND ENGINEERING</p> <p>Road Safety</p> <p>We will improve road safety with particular emphasis on child safety</p>	<p>Facilitate the production of the remaining School Travel Plans (STP's) to ensure all 119 schools have approved STP's in place</p> <p>By March 2010</p>	<p>Refresh the prioritised programme of schemes using the Sunderland Sustainable Mode of Travel Strategy (SMOT)</p> <p>Continue to facilitate the delivery of improvement identified in STPs</p>	<p>Continue to facilitate delivery of improvements identified in STO's</p> <p>Review STP's within the framework of the SMOT</p>	<p>Reduce child deaths and serious injuries by 50% from the 1994/1998 average by the end of 2010 and continue reduction.</p> <p>Reduce traffic congestion around schools making the environment safer and cleaner</p>	<p>Q1 Promote the preparation of STP's with the 15 schools who have not engaged with the project.</p> <p>Q1 13 additional plans approved (total approved 50)</p>	TRSM

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Develop a prioritised programme of schemes from STPs, focusing on schools in areas where there is the highest level of recorded accidents				Q2 23 additional plans approved (total 73) Q3 23 additional plans approved (total 96) Q4 23 additional plans approved (Total 119)	
	Facilitate delivery of improvements identified in STPs e.g. cycle storage, new school entrances, parent shelters, cycleways, training, and education in walking cycling and general road safety					
	Review speed limits across the city and monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Review speed limits across the city and monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Review speed limits across the city and monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Achieve a reduction in speed related accidents	Q1 Obtain approval to deliver scheme Q2 - Q4 Undertake statutory legal consultation process Commence implementation of pilot	
	Undertake pilot scheme in the Washington area to re-open bus only links	Depending on the results of the pilot complete re-opening of bus only links	Complete	Improve vehicular access	Assess and monitor performance Q1 Obtain approval to deliver scheme	
Introduce the first phase of new footway links in Washington area	Complete programme of footway links	Complete	Improve general access to areas such as bus services, local amenities and industrial developments	Q2 - Q4 Detailed scheme design Commence implementation of scheme		

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Efficient and Effective Services</p> <p><u>TRANSPORT AND ENGINEERING</u></p> <p>We will improve service efficiency to enable Traffic and Road safety services to be prioritised effectively</p>	<p>Implement the Traffic and Road Safety Business Process Reengineering (BPR) action plan</p>	<p>BPR complete - review effectiveness and modify where appropriate</p>	<p>Review effectiveness and modify where appropriate</p>	<p>40% reduction in all KSI from the 1994-1998 average to 2010</p> <p>Prioritisation mechanism and systems in place to ensure money is targeted in those areas which will impact on numbers and severity of accidents</p>	<p>Q1 - Q2 Implement approved system and ensure all staff are trained in its use</p> <p>Q2 - Q3 Migrate service areas to the Contact Centre</p> <p>Q3 - Q4 Develop 2010/11 programme using prioritisation mechanism</p>	HoTE
<p>Improve support to front line Members</p>	<p>Improve member enquiry response times</p> <p>Implement Member's consultation process in relation to Traffic and Road Safety schemes</p>	<p>Continue to improve member enquiry response times</p> <p>Review effectiveness of consultation scheme and modify accordingly</p>	<p>Continue to improve member enquiry response times</p> <p>Continue to review effectiveness of consultation scheme and modify accordingly</p>	<p>More enquiries responded to within timescale</p> <p>Members engaged at earliest opportunity, minimising amendments and stoppages of schemes at public notice stage</p>	<p>Q1 - Q4 Enquiries to achieve and retain 90% response rate</p> <p>Launch consultation scheme and prioritisation mechanism</p>	
<p>Major Incidents</p> <p><u>PROPERTY SERVICES</u></p> <p>We will respond to major incidents and other emergencies</p>	<p>Response to major incidents and other emergencies to be reviewed</p> <p>Test efficiency by way of exercises</p> <p>Formulation of new Emergency Plans</p>	<p>Completion of process. Review of adequacy of arrangements</p>	<p>Review and testing</p>	<p>Better response to incidents leading to reduced risk of potential injury and damage to infrastructure</p> <p>Timely and appropriate help and support to those affected by incidents</p>	<p>Q1 Norland exercise complete</p> <p>Q2 Emergency Plan and processes revised</p> <p>Q3 Emergency Plan reprinted</p>	

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	(see actions in Property Services pages in the Resources Portfolio)				Q4 Emergency Plan issued and distributed	
Equality and Diversity We will promote equality and diversity	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5/ Excellent across the Portfolio	Embed the principles of being an excellent council with regard to equalities and ensure processes are in place to maintain continuous improvement	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	Q1 Achieve Level 4 of the Equality Standard	HoSS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

In 2007/08, for the third year running the planning service achieved a 100% outturn against BVPI 205, the local authority's score against a 'quality of planning services' checklist.

Performance in relation to processing of planning applications, as measured against BVPI 109, improved further in 2007/08 and has continued into 2008/09 with two of the three indicators showing further improvements. This follows additional investment since 2004/05, which has led to the Authority being removed as a Planning Standards Authority in 2007.

The council's adopted Carbon Plan has a five-year target of reducing emissions by 10% by 2010/11. A reduction of 1.6% was achieved in the first year of implementation (2007/08) contributing to efficiency savings within the Authority. Further efficiencies are anticipated with plans to tackle and reduce the amount of Corporate Waste being produced via a Corporate Waste and Recycling strategy.

Additional investment over the past 5 financial years on Sunderland's Highways, and a more robust and proactive inspection regime has led to improved satisfaction evidenced through the MORI survey. Whilst the number of claims made against the council for personal injury accidents on the highway increased in 2007/08 to 204 (170 in 2006/07) following a number of years decline, the repudiation rate increased to 83% (76% in 2006/07). The reduction in claims in recent years and the increased repudiation rate has resulted in reduced public liability insurance premiums.

Benchmarking continues within the Highways Maintenance Section and identifies that Sunderland has the second lowest costs of two job types and the third lowest costs on the third job type in comparison with other Neighbouring Authorities.

The Development and Regeneration directorate has continued with its approach to tackling sickness across the directorate with members of the directorate's Human Resource Team facilitation of the sickness monitoring and interview process. In addition to this the Team works closely with managers and the Occupational Health Unit through monthly case conferences to address long-term sickness issues. This approach has achieved a reduction in sickness levels across the Development and Regeneration directorate.

The 2009/10 budget has been set taking account of efficiency savings of £398,000, further details of which can be found in the relevant service planning sections of this Portfolio.

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FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
377	528,823	671,863	755,435	Development Control	683,734
378	1,336,774	1,227,726	1,203,847	Planning Policy	1,282,724
379	2,838,380	2,756,845	2,507,774	Planning Implementation	2,962,086
391	1,592,536	1,816,999	2,124,154	Transport Planning, Policy and Strategy	2,134,073
392	3,086,750	2,768,643	3,181,708	Traffic, Parking and Road Safety	2,864,566
393	9,959,413	9,462,035	10,441,866	Highway Maintenance	9,410,498
394	960,076	1,135,827	1,150,275	Structures and New Works	1,092,192
400	19,216	0	(112,474)	Support Services	0
401	1,048,104	782,068	916,283	Contribution from Trading Services	579,820
	<u>21,370,072</u>	<u>20,622,006</u>	<u>22,168,868</u>	TOTAL BUDGET	<u>21,009,693</u>
				TRADING SERVICES	
402				Building Control, Port of Sunderland and Parking	
	345.4	366.3	364.3	Total No. of Staff	360.8

PLANS AND STRATEGIES

- Local Road Safety Strategy
- Local Safety Schemes Annual Programme
- Public Rights of Way Improvement Plan
- Shoreline Management Plan
- Speed Management Strategy
- UDP Alteration No. 2 (to 2012).

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PLANNING AND ENVIRONMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide high quality and responsive customer services and partnership arrangements, achieve sustainability and regeneration and maximise the city's environmental quality. To achieve this aim, the service:

- Controls development under the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004 in accordance with the development plan and Government policy
- Discharges the council's responsibilities under the Building Regulations and the Sustainable and Secure Buildings Act 2004
- Monitors developments in relation to planning policy and undertakes policy reviews
- Prepares a statutory spatial policy and provides advice and interpretation
- Develops and promotes sustainable development policies
- Encourages high quality urban design across the city
- Safeguards the city's heritage by preserving, conserving and where necessary enhancing the city's assets
- Maximises the community's access and connectivity to its environment
- Engages with stakeholders to maximise funding.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 106	Percentage of new homes built on previously developed land	94.37%	85%	94.12%	Yes	68%	n/a - To be replaced by National Indicator
BVPI 109a	Percentage of major applications determined within 13 weeks	81.69%	82%	95.12%	Yes	82%	n/a - To be replaced by National Indicator
BVPI 109b	Percentage of minor applications determined within 8 weeks	85.29%	86%	92.6%	Yes	86%	n/a - To be replaced by National Indicator
BVPI 109c	Percentage of 'other' applications determined within 8 weeks	92.4%	92%	97.72%	Yes	92%	n/a - To be replaced by National Indicator
BVPI 111	Satisfaction of applicants with planning service (collected every 3 years)	76%	3 years	n/a	3 years	3 years	n/a - To be replaced by National Indicator
BVPI 200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28 th March 2005 and thereafter maintain a 3-year rolling programme	Yes	Yes	Yes	Yes	Yes	n/a - To be replaced by National Indicator
BVPI 200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out	Yes	Yes	Yes	Yes	Yes	n/a - To be replaced by National Indicator
BVPI 200c	Did the local planning authority publish an annual monitoring report by December of the last year	Yes	Yes		Indicator deleted	Yes	n/a - To be replaced by National Indicator

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PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	23%	25%	42.86%	No - due to inconsistencies in approach within the Planning Inspectorate	25%	n/a - To be replaced by National Indicator
BVPI 205	The local authority's score against a 'quality of planning services' checklist	100%	100%	100%	Yes	100%	n/a - To be replaced by National Indicator
BVPI 219a	Total number of conservation areas in the local authority area	14	15		Indicator deleted	15	n/a - To be replaced by National Indicator
BVPI 219b	Percentage of conservation areas in the local authority area with an up to date character appraisal	42.86%	66.67%	66.67%	Yes	80%	n/a - To be replaced by National Indicator
BVPI 219c	Percentage of conservation areas with published management proposals	28.57%	53.33%		Indicator deleted	80%	n/a - To be replaced by National Indicator
NI 154	Net additional homes provided	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC
NI 155	Number of affordable homes delivered (gross)	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC
NI 157	Processing of planning applications as measured against targets for "major", "minor" and "other" application types - Major - Minor - Other	n/a	n/a	n/a	n/a	95.5% 93.5% 98%	TBC TBC TBC
NI 159	Supply of ready to develop housing sites	n/a	n/a	n/a	n/a	100%	TBC
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC

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PLANNING AND ENVIRONMENT

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI 185	CO ² reduction from local authority operations	n/a	n/a	n/a	n/a	0-5%	TBC
NI 186	Per capita reduction in CO ² emissions in the local authority area	n/a	n/a	n/a	n/a	6.77	TBC
NI 188	Adapting to climate change	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC
NI 194	Level of air quality - reduction in NOx and primary PM10 emissions through local authority's estate and operations	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC
NI 197	Improved local biodiversity - active management of local sites	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional						
Service Improvement Meet the economic, environmental and social aims of the development of land in Sunderland	Meet the milestone targets as identified in the Local Development Scheme (LDS) for each Development Plan Document (DPD) (D&R Risk PE 23)	Meet the milestone targets as identified in the LDS for each Development Plan Document	Meet the milestone targets as identified in the LDS for each DPD	Provision of an up to date Development Plan for the city Delivery of the key spatial objectives of the Sunderland Strategy Provision of formal planning guidance to assist delivery of housing renewal and regeneration in various parts of the city	Q1 Complete core strategy issues and options consultation. Commence Allocations DPDs issues and options consultations Q3 Revised core strategy preferred option consultation. Complete Hetton Downs Area Action Plan Publication Plan	MPP

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement We will regenerate the city by working with partners/developers to develop key sites</p> <p>Promote and secure high standards of urban design in new developments</p>	<p>Progress development proposals for the city centre by:</p> <p>Vaux site Continuing negotiations which promote the development of the site.</p> <p>Farrington Row Commencing implementation of Masterplan</p> <p>Stadium Village Finalising the development framework and working with partners to bring forward the development of the site</p>	<p>Continue to progress development proposals for the city centre</p> <p>Vaux site Subject to the successful completion of negotiations, engage in pre-application discussion with a preferred developer</p> <p>Farrington Row Subject to identification of a suitable scheme engage in pre-application discussion with the successful developer</p> <p>Stadium Village Subject to development proposals coming forward engage in pre-application discussions with the developer</p>	<p>Continue to progress development proposals for the city centre</p> <p>Vaux site Assess and administer the planning applications</p> <p>Farrington Row Assess and administer the planning application</p> <p>Stadium village Assess and administer the planning application</p>	<p>The council will have enabled appropriate development to be implemented in the central area of Sunderland. This will provide sustainable places to live in an attractive environment, increased employment opportunities and a more vital and vibrant city centre with an enhanced retail and leisure offer</p>	<p>Q3 Consultation on Hetton Downs Area Action Plan Publication Plan and submission stage to government office</p> <p>Q4 Hetton Downs Area Action Plan Publication Plan Examination (all above subject to formal verification through the revised LDS</p> <p>Vaux site Q1 - Q4 Continuing negotiations to promote development of the site</p> <p>Farrington Row Q1 - Q2 Cabinet approval to formally consult</p> <p>Q3 - Q4 Formal consultation</p> <p>Stadium Village Q2 Development Framework Cabinet approval</p> <p>Q3 - Q4 Work with preferred developer to bring forward proposals</p>	<p>HOPE/ PIM</p>

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>St. Peter's Riverside Working with partners to bring forward the development of the sites</p>	<p>St. Peter's Riverside Subject to development proposals coming forward engage in pre-application discussions with the developer</p>	<p>St Peter's Riverside Assess and administer the planning application</p>		<p>St Peter's Riverside Planning Framework Q1 Stakeholder consultation</p> <p>Q2 - Q3 Cabinet approval to formally consult</p> <p>Q4 Cabinet adoption. Work with developers to bring forward proposals</p>	
	<p>Holmeside Triangle Engage in pre-planning application discussion with preferred developer to enable submission of a planning application by no later than the end of March 2010</p>	<p>Holmeside Triangle Assess and administer the planning application</p>	<p>Holmeside Triangle Monitor development agreement and the developers progress in relation to site assembly</p>		<p>Holmeside Triangle Masterplan Framework Q1 - Q4 Work with preferred developers to bring forward development proposals</p>	
	<p>Sunderland Retail Park Determining the outline planning application and subsequent reserved matters. Application to be submitted by mid 2009</p>	<p>Sunderland Retail Park Assess and administer the planning application</p>	<p>Sunderland Retail Park Monitor development agreement</p>		<p>Sunderland Retail Park Q2 - Q4 Determine outline planning application</p>	
	<p>Lisburne Terrace Bring forward a planning framework Engage in pre-application discussion (D & R PE Risk</p>	<p>Lisburne Terrace Assess and administer the planning application</p>	<p>Lisburne Terrace Monitor development agreement</p>		<p>Lisburne Terrace Q1 - Q4 Planning framework and pre-application discussion</p>	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Continue regeneration of the Sunnyside area by: Bringing vacant buildings back into use Phased comprehensive redevelopment of East Sunnyside and Tavistock	Continue regeneration of the Sunnyside area Development of East Sunnyside and Tavistock initiated	Continue regeneration of the Sunnyside area Development of East Sunnyside and Tavistock ongoing	Vacant buildings brought back into use. Acquisition and development of key sites, job creation and new housing. Visible signs of new development and regeneration of East Sunnyside and Tavistock. Improvements to surrounding streets	Q1 - Q4 Work with the Partnership to secure development proposals for East Sunnyside and Tavistock	HOPE
	Public realm improvements Completion of works to the following streets: St Thomas Street Athenaeum Street High Street West West Sunnyside Norfolk Street (D&R PE Risk 23 & 44)				Public realm improvements Q1 Commence works on site Q1 - Q3 Phase one construction works ongoing Q4 Phase two construction works and completion on site	
	Investigate Local Asset Based Vehicle (LABV) in the context of delivery of an Economic Masterplan (D&R Dir Risk 6/Corp Risk 3)	Implement actions in accordance with recommendations	Implement actions	A public/private partnership developed which will maximise investment by the private sector and ensure that public assets are used to their full potential to drive forward the physical regeneration of Sunderland over the next 10 to 15 years	Q1 - Q4 Align requirements of Economic Masterplan and potential development through LABV and other appropriate mechanisms	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Public realm and other city centre improvements	Work with the owners of Hendon Sidings to bring forward proposals compatible with the operational needs of the Port of Sunderland or other appropriate land users to assist in the regeneration of the East End of Sunderland	Continue to work to assist in the regeneration of the East End of Sunderland	Continue to work to assist in the regeneration of the East End of Sunderland	Comprehensive redevelopment proposals in place for a longstanding area of derelict land	Q1 Resolve Port access arrangements including funding Q2 Negotiate with land owners Submission of an appropriate planning application Q3 - Q4 Assist in implementation of proposals	HOPE
	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Assist the implementation of Gentoo's renewal programme, particularly areas at Southwick, Doxford Park and Pennywell	Continued development of key renewal sites	Q1 - Q2 Work with Gentoo in reviewing its renewal strategy Q1 - Q4 Monitor implementation of planning consent	
	Assist the implementation of the University's development plan	Assist the implementation of the University's development plan	Assist the implementation of the University's development plan		Q1 - Q4 Consider use of the University's surplus assets within the Local Development Framework process	
	Develop a strategy for the implementation of city centre projects including Market Square and Sunderland Station	Rollout the city centre action plan	Continue roll out of action plan	Improve the attractiveness of the city centre enabling it to compete with other major centres in the region on the basis of it's urban design qualities	Q1 - Q4 Secure funding for major public realm works Bring forward a city centre vision document Work with Network Rail to carry out a feasibility study for improvements to Sunderland Station Support other city centre based initiatives such as Cultural Quarter and Legible City	MPP

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Develop and promote sustainable strategies, policies and actions</p>	<p>Conduct Sustainability Appraisals on key council decision, contract and project (subject to MTFS funding) (D & R Risk 43)</p>	<p>Conduct Sustainability Appraisals on key council decision, contract and project (subject to MTFS funding)</p>	<p>Conduct Sustainability Appraisals on key council decision, contract and project (subject to MTFS funding) and review sustainability appraisal of the Sunderland Strategy and LAA</p>	<p>Council can demonstrate services are becoming more sustainable</p>	<p>Q1 - Q4 All key council decisions, contracts and projects receive sustainability appraisal (subject to MTFS funding)</p>	MPP
	<p>Manage delivery of the city's Climate Change Action Plan and produce annual progress reports (D&R Risk 43)</p>	<p>Continue to manage delivery of the city's Climate Change Action Plan</p>	<p>Continue to manage delivery the city's Climate Change Action Plan</p>	<p>The city's carbon emissions show measurable reduction leading to a reduction in pollution and improvement in air quality</p>	<p>Q1 Launch year Low Carbon City campaign. Launch environmental business grant programme</p> <p>Q4 50% of businesses supporting carbon campaign, 20 businesses received support grant.</p>	
	<p>Facilitate delivery of year 3 of the council's 5 year Carbon Plan with the aim to reduce carbon emissions from council operations by 10% (below 2006/07 figures) by 2012 5% reduction to be achieved in 2009/10</p>	<p>Facilitate delivery of year 4 of the council's Carbon Plan 7% reduction to be achieved in 2010/11</p>	<p>Facilitate delivery of year 5 of the council's Carbon Plan 10% reduction to be achieved</p>	<p>A measurable reduction in the council's energy consumption and carbon emissions leading to: Reduced energy costs for the council. A reduction in pollution and improvement in air quality</p>	<p>Q1 Complete feasibility study for medium wind turbines</p> <p>Q2 Consider land lease options for large wind turbines</p> <p>Q4. All final wind turbine sites selected for development.</p>	
	<p>Key projects include: Feasibility study on wind turbine development. 5 new schools will open with 50% fewer carbon emissions.</p>				<p>Q1 - Q4 Publish 6 "cut your carbon" campaign posters</p>	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	£150k invested in building energy efficiency improvements to include: Civic Centre car park upgrade of lighting South Hylton House new boiler system (D&R Risk 43)					
	Weather and Climate Risks. Begin work to tackle major risks of flooding and heatwaves.	Weather and Climate Risks Action plan commenced to address all serious weather and climate risks	Weather and Climate Risks. Action plan to be monitored, reviewed and revised.	The council, city and residents are more resilient to weather and climate impacts	Q1 Major risks communicated to Heads of Service and LSP partners	
	Carry out a full climate risk assessment Adopt an action plan to tackle all weather and climate risk				Q3 Action plan adopted by Council	PIM
	Develop Waste Plan for corporate waste (subject to MTFS funding) (D&R PE Risk 43)	Deliver Waste Plan Adopt corporate Sustainability Policy	Deliver Waste Plan	Council waste reduced and recycling increased and overall sustainability policy in place	By Q4 Waste Plan developed and adopted by the council (subject to MTFS funding)	
	Continue to work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities (D&R PE Risk 43)	Continue to work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities	Continue to work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities	Environmental regulations in place regarding the disposal of municipal and commercial waste to minimise the amount of waste going to landfill	Q1 and Q2 Include in Core Strategy waste management facilities if required	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>Service Improvement</u> Work in partnership with other agencies to achieve Inscription of the Wearmouth/Jarrow site as a World Heritage Site (WHS)</p>	Adopt St Peter's Riverside Masterplan as a Supplementary Planning Document (SPD) (D&R PE Risk 38)	Implement Masterplan	Implement Masterplan	A detailed planning framework to guide and control development in the setting of the candidate WHS available as evidence to demonstrate to the ICOMOS and UNESCO assessors the council's planning provisions for managing the site	<p>Q1 Stakeholder consultation</p> <p>Q2 - Q3 Cabinet approval to formally consult</p> <p>Q4 Cabinet adoption. Work with developers to bring forward proposals which have regard to the integrity of the cWHS and support the Wearmouth/Jarrow Partnership's work to secure inscription of the St.Peter's and St. Paul's site as a World Heritage site</p>	HOPE
<p><u>Service Improvement</u> We will promote and secure high standards of design and development in the built environment and protect and preserve historic buildings</p>	<p>Prepare Seafront Regeneration Strategy and submit bid for 'Sea Change' funding for initial seafront project (D&R PE Risk 23)</p> <p>Improve the level of protection afforded to significant historic assets subject to receiving government guidance. Consult on possible buildings for inclusion in a local list (D&R PE Risk 38)</p>	<p>Subject to outcome of funding, initiate seafront project</p> <p>Assess submissions against eligibility criteria and refine local list</p>	<p>Refined and final local list approved and established, monitor together with listed buildings at risk</p>	<p>A strategy that will set out the council's aspirations for the seafront at Roker and Seaburn and provide a framework for its future development and environmental improvement and related investment decisions</p> <p>Establishment of Local List of buildings of architectural and/or heritage merit (not nationally recognised but of importance to local residents) that can be protected through forthcoming legislation</p>	<p>Q1 Develop preferred option for consultation. Consult on preferred option</p> <p>Q3 Prepare final strategy in light of consultation responses</p> <p>Q4 Submit Seafront Regeneration Strategy to Cabinet for adoption</p> <p>Q2 In light of government guidance, finalise project plan</p> <p>Q3 Initiate consultation process</p> <p>Q4 Receive and record responses for analysis and assessment</p>	PIM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective: Enhancing Member development						
<u>Service Improvement</u> Improve support to front line Members	Improve Member enquiry response times	Continue to improve member enquiry response times	Continue to improve Member enquiry response times	More enquiries responded to within timescale	Q1 - Q4 Enquiries to achieve and retain a 90% response rate	HOPE

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Planning expenditure remains in the upper median quartile (2007/08 budget) compared to Metropolitan Authorities whilst in the lower median quartile when compared to Nearest Neighbour Authorities. Planning performance has shown sustained improvement and performance in 2007/08 is now rated within the top quartile against all three elements of BVPI 109 (Processing of Major, Minor and Other Applications, within Government prescribed deadlines). This is as a result of additional investment, changes in business processes and additional income generated. 2005 planning applications were determined in 2007/08 with 95.12% (81.69% in 2006/07) of major applications determined within 13 weeks, 92.6% (85.29% in 2006/07) of minor applications determined within 8 weeks and 97.72% (92.4% in 2006/07) of 'other' applications determined within 8 weeks. This places Sunderland in the top 5% of authorities nationally for efficiency in processing planning applications within Government target timescales.

For the third year running, the Planning service has achieved a 100% outturn against BVPI 205, the local authority score against a 'quality planning service' checklist. 148 out of 396 authorities received a 100% outturn in 2006/2007. Additional investment since 2004 has contributed towards a continual improvement in the amount of minor and other applications determined within eight weeks. This led to the Authority being removed as a Planning Standards Authority in 2007. The council's excellent performance against the better e-planning standards resulted in the council obtaining £30,431 planning delivery grant for e-planning which placed the council 23rd out of 402 planning authorities in relation to progress with e-planning.

Development of the Sunnyside area continues. Sunnyside Gardens was highly commended at the Landscape Institute Awards and has also won the Regeneration Project of the Year category at the North East Royal Institute of Chartered Surveyors Renaissance Awards.

The council reduced its own carbon emissions by 1.6% in 2007/08, following the first year of its 5-year Carbon Plan, leading to efficiency savings within the council budget. The Carbon Plan aims to achieve a 10% reduction in its carbon emissions by 2011/12 against the 2006/07 baseline. A public campaign and consultation on the citywide Climate Change Action Plan was completed, seen by over a third of city residents.

The 2009/10 budget has been set taking account of efficiency savings of £38,000, arising from an increasingly focused approach towards external contributions.

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

FINANCIAL

DEVELOPMENT CONTROL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	1,246,540	1,296,769	1,300,178	Employees	1,334,841
2	13,998	10,082	10,082	Transport	10,082
3	177,411	137,179	140,179	Supplies and Services	137,179
	<u>1,437,949</u>	<u>1,444,030</u>	<u>1,450,439</u>		<u>1,482,102</u>
4	1,327,918	1,213,566	1,088,566	Less Income	1,213,566
	<u>110,031</u>	<u>230,464</u>	<u>361,873</u>	Delegated Budget	<u>268,536</u>
				Non-Delegated Items	
5	46,288	55,158	(27,815)	Employees - FRS17 pensions adjustment	(25,611)
6	215,226	212,251	212,251	Central Support Service Recharges	238,333
7	131,338	148,050	174,817	Departmental Administration	168,167
8	25,940	25,940	34,309	Asset Charges	34,309
	<u>418,792</u>	<u>441,399</u>	<u>393,562</u>	Non-Delegated Budget	<u>415,198</u>
	<u>528,823</u>	<u>671,863</u>	<u>755,435</u>	TOTAL BUDGET	<u>683,734</u>
	42.5	43.0	43.0	Total No. of Staff	42.4

Responsible Budget Holder
 Head of Planning and Environment
 Development Manager

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

PLANNING POLICY

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	689,651	690,096	692,357	Employees	678,964
2	2,358	3,828	3,828	Transport	3,828
3	220,888	49,905	49,905	Supplies and Services	49,962
4	85,474	87,607	87,607	Agency and Contracted Services	89,359
5	94,577	0	0	Delegated Budget c/fwd	0
	<u>1,092,948</u>	<u>831,436</u>	<u>833,697</u>		<u>822,113</u>
				Less Income	
6	114,701	79,199	79,199	Income	38,760
7	118,726	0	0	Delegated Budget b/fwd	0
	<u>233,427</u>	<u>79,199</u>	<u>79,199</u>		<u>38,760</u>
	<u>859,521</u>	<u>752,237</u>	<u>754,498</u>	Delegated Budget	<u>783,353</u>
				Non-Delegated Items	
8	31,240	29,738	(13,779)	Employees - FRS17 pensions adjustment	(13,755)
9	406,649	393,513	393,513	Central Support Service Recharges	457,659
10	81,963	96,115	113,492	Departmental Administration	100,441
	<u>519,852</u>	<u>519,366</u>	<u>493,226</u>		<u>544,345</u>
11	42,599	43,877	43,877	Less Income	44,974
	<u>477,253</u>	<u>475,489</u>	<u>449,349</u>	Non-Delegated Budget	<u>499,371</u>
	<u>1,336,774</u>	<u>1,227,726</u>	<u>1,203,847</u>	TOTAL BUDGET	<u>1,282,724</u>
	20.5	19.5	19.5	Total No. of Staff	19.4

Responsible Budget Holder
 Head of Planning and Environment
 Planning Policy Manager

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

PLANNING IMPLEMENTATION

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,096,792	1,081,038	1,085,582	Employees	1,105,780
2	50,172	23,836	23,836	Premises	24,017
3	3,687	6,463	6,463	Transport	6,463
4	279,612	112,876	143,650	Supplies and Services	128,473
5	162,432	113,782	113,782	Agency and Contracted Services	88,058
6	31,410	0	0	Revenue Contributions to Capital	0
	<u>1,624,105</u>	<u>1,337,995</u>	<u>1,373,313</u>		<u>1,352,791</u>
				Less Income	
7	617,899	365,124	365,124	Income	364,549
8	30,000	0	11,000	Delegated Budget b/fwd	0
	<u>647,899</u>	<u>365,124</u>	<u>376,124</u>		<u>364,549</u>
	<u>976,206</u>	<u>972,871</u>	<u>997,189</u>	Delegated Budget	<u>988,242</u>
				Non-Delegated Items	
9	49,826	46,059	(21,341)	Employees - FRS17 pensions adjustment	(21,024)
10	129,260	114,855	114,855	Central Support Service Recharges	127,104
11	279,050	247,220	291,917	Departmental Administration	295,843
12	1,646,872	1,625,959	1,375,273	Asset Charges/Deferred Charges	1,828,270
	<u>2,105,008</u>	<u>2,034,093</u>	<u>1,760,704</u>		<u>2,230,193</u>
13	242,834	250,119	250,119	Less Income	256,349
	<u>1,862,174</u>	<u>1,783,974</u>	<u>1,510,585</u>	Non-Delegated Budget	<u>1,973,844</u>
	<u>2,838,380</u>	<u>2,756,845</u>	<u>2,507,774</u>	TOTAL BUDGET	<u>2,962,086</u>
	33.0	34.6	34.6	Total No. of Staff	34.8

Responsible Budget Holders

Head of Planning and Environment
 Planning Implementation Manager

FURTHER INFORMATION

For further information about the service please see the Planning and Environment Service Plan or contact Keith Lowes, Head of Planning and Environment Tel: (0191) 553 1564, email keith.lowes@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to manage the city's transport and coastal infrastructure in a safe and sustainable manner in order to support the objectives of residents and visitors to the city and our partners. To achieve this aim, the service:

- Manages the highway and footpath network to optimise road safety and minimise traffic congestion
- Develops and manages the council's transport, highway, riverside and coastal infrastructure assets to ensure safety, attractiveness, sustainability and serviceability
- Provides a Parking Management Service
- Improves accessibility to transport services
- Contributes to the creation of an attractive environment and public realm
- Provides a centre of relevant professional expertise.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 99a (i)	Number of people killed or seriously injured (KSI) in road traffic collisions	90	108	109	No - targets were set based on provisional TADU information published in May 2007. Since then performance has changed as a result of further data cleansing undertaken by TADU	100	n/a - To be replaced by National Indicator
BVPI 99a (ii)	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	-7.20%	20%	21.1%	No - as above	-7.4%	n/a - To be replaced by National Indicator
BVPI 99a (iii)	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	-44.8%	-33.7%	-33.1%	No - as above	-38.7%	n/a - To be replaced by National Indicator
BVPI 99b (i)	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	21	24	24	Yes	23	n/a - To be replaced by National Indicator
BVPI 99b (ii)	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year	-16%	14.3%	14.3%	Yes	-4.2%	n/a - To be replaced by National Indicator
BVPI 99b (iii)	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	-54.3%	-47.8%	-47.8%	Yes	-50%	n/a - To be replaced by National Indicator
BVPI 99c (i)	Road accident casualties all people slightly injured	1011	910	911	No - as above	910	n/a - To be replaced by National Indicator
BVPI 99c (ii)	Road accident casualties all people slightly injured - percentage change over previous year	-11.2%	-10%	-9.89%	No - as above	0%	n/a - To be replaced by National Indicator

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PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 99c (iii)	Road accident casualties all people slightly injured - percentage change over the 1004-98 average	-15.2%	-23.7%	-23.6%	No - as above	-23.7%	n/a - To be replaced by National Indicator
BVPI 100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by road works per km of traffic sensitive road	6.4 days	0 days	0 days	Yes	0 days	n/a - To be replaced by National Indicator
BVPI 103	Satisfaction with passenger transport information	52%	3 years			3 years	n/a - To be replaced by National Indicator
BVPI 104	Satisfaction with bus services	62%	3 years			3 years	n/a - To be replaced by National Indicator
BVPI 165	The percentage of pedestrian crossings with facilities for disabled people as a proportion of all crossings in the local authority area	60%	90%	89.5%	Yes	90%	n/a - To be replaced by National Indicator
BVPI 178	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	66.9%	77.5%	66.74%	No - the indicator uses a random selection of the total length	78.5%	n/a - To be replaced by National Indicator
BVPI 187	Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	16%	9%	27%	No - does not give a true reflection of year on year condition as a different 50% is surveyed each year	8.5%	n/a - To be replaced by National Indicator
BVPI 215a	The average number of days taken to repair a street lighting fault which is under the control of the local authority	6.01 days	7 days	6.57 days	Yes	7 days	n/a - To be replaced by National Indicator
BVPI 215b	The average time taken to repair a street lighting fault where response time is under the control of a DNO	32.21 days	35 days	26.35 days	Yes	35 days	n/a - To be replaced by National Indicator
BVPI 223	Percentage of the local authority principal road network where structural maintenance should be considered	5.43%	5%	2%	Yes	4.8%	n/a - To be replaced by National Indicator
BVPI 224a	Percentage of the non-principal classified road network where maintenance should be considered	8.29%	8%	3%	Yes	7.8%	n/a - To be replaced by National Indicator
BVPI 224b	Percentage of the unclassified road network where structural maintenance should be considered	6.08%	6%	5%	Yes	6%	n/a - To be replaced by National Indicator

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PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI 47	People killed or seriously injured in road traffic accidents	n/a	n/a	n/a	n/a	5%	TBC
NI 48	Children killed or seriously injured in road traffic accidents	n/a	n/a	n/a	n/a	0%	TBC
NI 167	Congestion - average journey time per mile during the morning peak	n/a	n/a	n/a	n/a	3.23 minutes	TBC
NI 168	Principal roads where maintenance should be considered	n/a	n/a	n/a	n/a	2%	TBC
NI 169	Non-principal roads where maintenance should be considered	n/a	n/a	n/a	n/a	3%	TBC
NI 175	Access to services and facilities by public transport, walking and cycling i) % of households within 20 mins of closest secondary school ii) % of households within 20 mins of closest primary school iii) % of households within 30 mins of closest (A&E) hospital iv) % of households within 20 mins of closest GP surgery v) % of households within 40 minutes of specific employment sites a. Doxford b. Nissan c. Pattinson d. Civic Centre	n/a	n/a	n/a	n/a	100% 100% 83.7% 89.7% 86.9% 70.8% 83.7% 89.7%	TBC TBC TBC TBC TBC TBC TBC
NI 176	Working age people with access to employment by public transport (and other specified modes)	n/a	n/a	n/a	n/a	Baseline figure not yet available to produce target	TBC
NI 177	Local bus passenger journeys originating in the authority area	n/a	n/a	n/a	n/a	Information to be provided by the PTA	TBC
NI 178	Bus services running on time	n/a	n/a	n/a	n/a	Information to be provided by the PTA	TBC

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Reduce the incidence of lifestyle choices that have a clear link with poor health, particularly lack of exercise, obesity and alcohol misuse.						
Service Improvement Increase the level of children/ young persons use of sustainable modes of transport and improve road safety of children/ young people	Facilitate the production of the remaining School Travel Plans (STP's) to ensure all 119 schools have approved STP's in place By March 2010 Develop a prioritised programme of schemes from STP's, focusing on schools in areas where there is the highest level of recorded accidents Facilitate delivery of improvements identified in STP's e.g. cycle storage, new school entrances, parent shelters, cycleways, training, and education in walking cycling and general road safety (D & R TE Risk 15)	Refresh the prioritised programme of schemes using the Sunderland Sustainable Mode of Travel Strategy (SMOT) Continue to facilitate the delivery of improvement identified in STP's	Continue to facilitate delivery of improvements identified in STO's Review STP's within the framework of the SMOT	Achieve significant increase in Sustainable Travel Reduce child deaths and serious injuries by 50%, from the 1994/1998, average by the end of 2010 Reduce traffic congestion around schools making the environment safer and cleaner	Q1 Promote the preparation of STP's with the 15 schools who have not engaged with the project. Q1 13 additional plans approved (total approved 50) Q2 23 additional plans approved (total 73) Q3 23 additional plans approved (total 96) Q4 23 additional plans approved (Total 119)	TRSM

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Ensure residents are safe from harm						
Service Improvement Reduce the numbers and severity of traffic related accidents and improve systems and processes to enable road safety measures to be prioritised effectively	Review speed limits across the city and monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents (D&R TE Risk 15)	Continue with the review of speed limits across the city and monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed	Continue to monitor the effectiveness of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed	Achieve reduction in speed related accidents	Q1 - Q2 Carry out review of 40mph roads Q1 - Q4 Implement actions from 40mph review Q1 - Q3 Carry out a review of unrestricted and 20mph roads and zones across the city. Identify where interventions are required Q3 - Q4 Develop/ implement a programme of speed limit reductions	TRSM
	Undertake a pilot scheme in the Washington area to open bus only links	Depending on the results of the pilot complete re-opening of bus only links	Complete	Improve vehicular access	Q1 Obtain approval to deliver scheme Q2 - Q4 Undertake statutory legal consultation process. Commence implementation of pilot. Assess and monitor performance	
	Introduce the first phase of new footway links in Washington area	Complete programme of footway links	Complete	Improve general access to areas such as bus services, local amenities and industrial developments	Q1 Obtain approval to deliver scheme	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q2 - Q4 Detailed scheme design Q4 Commence implementation of scheme	
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Protect and enhance the city's natural environment and built heritage, and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional.</p>						
<p>Service Improvement Manage levels of congestion on the highway and improve accessibility</p>	<p>Progress the development of the travel plan programme by working with employers in the city (D&R TE Risk 18)</p>	<p>Progress the development of the travel plan programme by working with employers in the city</p>	<p>Continue to work with existing employers on the operation of travel plans</p>	<p>Reduced congestion and car usage and reduced adverse environmental impacts associated with traffic and encourage use of public transport, cycling and walking in accordance with Local Transport Plan (LTP) targets</p>	<p>Q1 Review Travel Plan Priorities and capacity. Develop 2009-2011 Travel Plan programme Q2 Development Programme Q1 - Q4 Maintain Doxford Park Travel Plan, Sunderland Enterprise Park Travel Plan and Council Travel Plan Deliver the Smarter Choices Programme</p>	<p>TM</p>
	<p>Undertake statutory processes and preliminary design work of the Sunderland Strategic Transport Corridor (SSTC) new Wear Bridge Phase (D&R TE Risk 18)</p>	<p>Complete statutory process and detailed design</p>	<p>Commence construction</p>	<p>Development of new roads and a new River Wear bridge to help the movement of cross river traffic and better connect the city centre and key riverside development sites with the A19</p>	<p>Q1 Construction tender assessment Q2 Preferred bidder selected</p>	<p>SM</p>

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
				Improve traffic flow with the aim to keep congestion to a 7% growth rate up to 2011 which is the end of the LTP period	Q3 Advertise Statutory orders	
	Seek tenders for construction of Central Route subject to Conditional Approval from DfT (D&R TE Risk 22)	Commence advance works on Central Route	Construction ongoing	Construction of a by-pass for Fencehouses and Newbottle which will remove much of the through traffic and improve access to industry and employment	Q1 Obtain Conditional Approval from DfT Q2 - Q4 Progress implementation	SM
	Consider the results of the consultation process for the Royal Hospital and Stadium of Light Parking Management Scheme (PMS) and implement any proposals and develop a PMS policy/strategy (D&R TE Risk 36)	Implement policy in other potential areas	Implement policy in other potential areas	Improve safety, traffic flow and reduce congestion due to implementation of parking measures. Increased resident satisfaction	Q1 - Q2 Analyse process and findings from PMS pilot Q3 - Q4 Develop a PMS strategy based upon the outcomes of the consultation process for the Royal Hospital and Stadium of Light PMS options and agree through Cabinet	TRSM
	Prepare to deliver in-house off street parking enforcement (D&R TE Risk 36)	Deliver in-house off street parking	Deliver in-house off street parking	Effective operation of Parking Enforcement which will assist with road safety, access and congestion management	Q1 Review and revise internal operations to prepare for new regime. Procure new notice processing software. Commence negotiations with staff and Trade Unions	PM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Co-ordinate cycling infrastructure development in line with the Cycling Strategy and LTP for Tyne and Wear (D&R PE Risk 41)	Co-ordinate cycling infrastructure development in line with the Cycling Strategy and LTP	Co-ordinate cycling infrastructure development in line with the Cycling Strategy and LTP	Increase in overall cycle network - 2.5% increase over 2007-2010 plan period in off-road cycling trips	<p>Q2 Review establishment of proposed new structure. Confirm with NCP termination of contact</p> <p>Q3 Agree IT links with DVLA. Install new notice processing software and train staff</p> <p>Q4 Develop communications strategy and commence service</p> <p>Q1 - Q4 Barnes Park Cycleway implementation will commence. Work will commence on Ryhope Road cycle improvements including bus gates, bus lanes and cycle facilities</p> <p>Dame Dorothy Street and Roker cycleway improvements will be completed. Off Road cycle route between Houghton, Hetton, and Easington Lane will be progressed as an alternative to A182.</p>	TM

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TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Maintain and improve the city's infrastructure	Adopt a Highways Asset Management Plan (HAMP) and Network Management Plan and establish the 2010/11 Carriage way, Footway and Footpath Maintenance Programme using the HAMP (D&R TE Risk 15 & 18)	Deliver the 2010/11 Carriage way, Footway and Footpath Maintenance Programme using the HAMP	Deliver the 2011/12 Carriageway, Footway and Footpath Maintenance Programme using the HAMP	Funds will be directed to areas of greatest need i.e. highway and footpath maintenance to ensure satisfaction levels are optimised. Maintain reduction in the number of public liability claims	Phase 1 of Washington Cycle Network will be completed. Continue the consolidation of the Northern Boundary Cycleway Q1 Revise HAMP/NMP taking into account consultant inventory analysis Q4 Agree service/maintenance standard and establish management plan	HM
	Develop Trunk Road Improvements in conjunction with the Highways Agency to improve traffic capacity (D&R TE Risk 18)	Implement Junction Improvement Scheme	Implement Junction Improvement Scheme	Congestion does not increase by more than 7% over the 2006 baseline	Q1 - Q4 schemes A19/A1231 A19/A690 junctions	TM
	Develop a programme of Bus Corridor improvements and bus priority measures including Chester Road, Durham Road, A1231 and City Centre Ring Road. Subject to DfT approval complete detailed design for Wheatsheaf/Stadium Park improvements (D&R TE Risk 15)	Subject to DfT funding approval commence Wheatsheaf/Stadium Park improvements and complete detailed designs for Chester Road, Durham Road and A1231	Subject to DfT funding approval undertake Chester Road improvements and commence Durham Road and A1231 improvements and complete detailed design for City Centre Ring Road	Reduction in time delays, improve reliability and in longer term increase bus patronage	Q2 Seek Cabinet approval for Major Scheme Business Case for Durham Road bus prioritisation measures and A1231 Q4 Seek Cabinet approval for Major Scheme Business Case for City Centre Ring Road improvements	

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Support Nexus to carry out the redesign of the Sunderland bus network			Improved bus service provision in Sunderland	Q1 - Q4 Assess with Nexus the current provision Q4 Bring forward proposals for network design	HoTE
	Undertake a review of subway provision and clarify investment priorities	Complete	Complete	Appropriate course of action will be identified for each subway and resource requirements to implement actions will be ascertained	Q1 - Q4 Dependant on the outcome of the review develop programme of works	
CORPORATE IMPROVEMENT PRIORITY 7						
Objective: Enhancing Member development						
<u>Service Improvement</u>						
Improve support to front line Members	Improve Member enquiry response times	Continue to improve Member enquiry response times	Continue to improve Member enquiry response times	More enquiries responded to within timescale	Q1 - Q4 Enquiries to achieve and retain a 90% response rate	HoTE
	Implement Member's consultation process in relation to Traffic and Road Safety schemes	Review effectiveness of consultation scheme and modify accordingly	Continue to review effectiveness of consultation scheme and modify accordingly	Members engaged at earliest opportunity minimising amendments and stoppages of schemes at public notice stage	Launch consultation scheme and prioritisation mechanism	
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Transform services through the Business Improvement Programme (BIP)						
<u>Service Improvement</u>						
Reduce the numbers and severity of traffic related accidents and improve systems and processes to enable road safety measures to be prioritised effectively	Implement the Traffic and Road Safety Business Process Reengineering (BPR) action plan (D&R TE Risk 37)	BPR complete - review effectiveness and modify where appropriate	Review effectiveness and modify where appropriate	40% reduction in all KSI from the 1994-1998 average to 2010 Prioritisation mechanism and systems in place to ensure money is targeted in those areas which will impact on numbers and severity of accidents	Q1 - Q2 Implement approved system and ensure all staff are trained in its use Q2 - Q3 Migrate service areas to the contact Centre	HoTE

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q3 - Q4 Develop 2010/11 programme using prioritisation mechanism	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

In relation to expenditure on Highways, Roads and Transport Services, Sunderland remains in the upper quartile compared to both Metropolitan Authorities and Nearest Neighbours in 2008/09. A large proportion of the costs related to the Street Lighting PFI contract which was entered into in 2003 to address the significant backlog of replacement and maintenance of street lighting and highway signs within the city and will be in place until 2028.

With PFI Street Lighting costs excluded, expenditure is upper median compared to Nearest Neighbours. While costs are comparatively high, improved energy efficiencies have led to reduced costs in this area. Additional resources have also been allocated for the past five financial years to address the backlog of maintenance particularly in relation to Non Principal and Unclassified Roads. This additional investment has led to improved performance in each area with the 2007 MORI survey showing satisfaction ratings of 59% from 57% in 2005. In addition this investment has seen a decrease in claims against the council for slips, trips and falls, subsequently leading to a decrease in public liability insurance to £0.6 million in 2008/09 (£1.44million in 2004/05).

Sunderland's costs in relation to Traffic Management and Road Safety are in the lower median quartile when compared to other Metropolitan Authorities and Nearest Neighbours. A programme to facilitate reductions in road accidents has been developed for 2008/09 and work is underway to develop a works prioritisation mechanism that will focus resources on those schemes that will have the most positive impact on accident reduction.

The Highways Maintenance service continues to benchmark itself against other Authorities. Results vary depending on the type of work undertaken, however, Sunderland has the second lowest cost on two job types and the fourth lowest on one job type when compared to other Tyne and Wear Authorities and Northumberland County Council. The service will continue to benchmark and examine those areas where comparisons show significant differences.

The 2009/10 budget has been set taking into account efficiency savings of £318,000. These have arisen from:

- Maximisation of income earning opportunities (£105,000)
- A review of back office staffing arrangements (£116,000)
- A review of operational arrangements (£70,000)
- Business Process reengineering (£15,000)
- Improved procurement arrangements (£12,000).

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TRANSPORT AND ENGINEERING

FINANCIAL

TRANSPORT PLANNING, POLICY AND STRATEGY

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	662,177	808,585	781,817	Employees	822,144
2	6,107	4,157	4,157	Transport	4,157
3	50,585	41,696	41,696	Supplies and Services	41,696
4	3,385	1,792	1,792	Agency and Contracted Services	1,792
5	177,768	168,340	168,340	Civil Contingencies	169,983
6	94,862	0	0	Delegated Budget c/fwd	0
7	7,401	0	0	Revenue Contributions to Capital	0
	<u>1,002,285</u>	<u>1,024,570</u>	<u>997,802</u>		<u>1,039,772</u>
				Less Income	
8	371,964	402,498	402,498	Income	374,171
9	165,428	0	0	Delegated Budget b/fwd	0
	<u>537,392</u>	<u>402,498</u>	<u>402,498</u>		<u>374,171</u>
	<u>464,893</u>	<u>622,072</u>	<u>595,304</u>	Delegated Budget	<u>665,601</u>
				Non-Delegated Items	
10	22,168	32,465	(15,091)	Employees - FRS17 pensions adjustment	(15,082)
11	137,843	191,409	191,409	Central Support Service Recharges	205,815
12	225,865	244,468	288,668	Departmental Administration	248,875
13	741,767	726,585	1,063,864	Asset Charges/Deferred Charges	1,028,864
	<u>1,127,643</u>	<u>1,194,927</u>	<u>1,528,850</u>	Non-Delegated Budget	<u>1,468,472</u>
	<u>1,592,536</u>	<u>1,816,999</u>	<u>2,124,154</u>	TOTAL BUDGET	<u>2,134,073</u>
	19.2	22.2	21.2	Total No. of Staff	22.2

Responsible Budget Holders

Head of Transport and Engineering
Transportation Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

TRAFFIC, PARKING AND ROAD SAFETY

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	1,175,050	1,199,782	1,207,916	Employees	1,242,576
2	8,122	7,076	7,076	Transport	7,076
3	149,290	85,284	173,831	Supplies and Services	131,812
4	216,317	223,310	223,310	Joint Engineering Function	225,161
	<u>1,548,779</u>	<u>1,515,452</u>	<u>1,612,133</u>		<u>1,606,625</u>
				Less Income	
5	461,221	423,983	371,031	Income	388,207
6	80,627	0	0	Delegated Budget b/fwd	0
	<u>541,848</u>	<u>423,983</u>	<u>371,031</u>		<u>388,207</u>
	<u>1,006,931</u>	<u>1,091,469</u>	<u>1,241,102</u>	Delegated Budget	<u>1,218,418</u>
				Non-Delegated Items	
7	33,231	43,660	(19,558)	Employees - FRS17 pensions adjustment	(18,967)
8	178,688	238,742	238,742	Central Support Service Recharges	245,044
9	116,877	146,423	172,896	Departmental Administration	146,546
10	1,751,023	1,248,349	1,548,526	Asset Charges/Deferred charges	1,273,525
	<u>2,079,819</u>	<u>1,677,174</u>	<u>1,940,606</u>	Non-Delegated Budget	<u>1,646,148</u>
	<u>3,086,750</u>	<u>2,768,643</u>	<u>3,181,708</u>	TOTAL BUDGET	<u>2,864,566</u>
	53.1	58.9	58.9	Total No. of Staff	58.4

Responsible Budget Holders
 Head of Transport and Engineering
 Traffic Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

HIGHWAY MAINTENANCE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	982,957	1,118,930	1,124,671	Employees	1,017,030
2	8,360	10,381	10,381	Transport	6,000
3	45,991	9,194	9,219	Supplies and Services	31,367
4	101,662	109,761	109,761	Materials Testing Laboratory	111,956
5	754,471	602,023	602,023	Public Liability Insurance	468,307
6	3,665,020	2,965,387	2,733,387	Highways Structural and Routine Maintenance	2,931,339
7	1,906,956	2,194,693	3,161,931	Energy - Street Lighting	2,194,693
8	4,527,823	5,038,864	5,038,864	Street Lighting PFI	5,146,021
9	718,613	0	0	Transfer to PFI Smoothing Reserve	0
10	0	0	232,000	Delegated Budget b/fwd	0
	<u>12,711,853</u>	<u>12,049,233</u>	<u>13,022,237</u>		<u>11,906,713</u>
Less Income					
11	2,185,218	2,185,218	2,185,218	PFI grant	2,185,218
12	538,208	298,000	298,000	Interest on PFI Reserve	145,000
13	0	51,889	51,889	Transfer from PFI Smoothing Reserve	235,485
14	650,748	621,067	621,067	Income	563,218
	<u>3,374,174</u>	<u>3,156,174</u>	<u>3,156,174</u>		<u>3,128,921</u>
	<u>9,337,679</u>	<u>8,893,059</u>	<u>9,866,063</u>	Delegated Budget	<u>8,777,792</u>
Non-Delegated Items					
15	38,949	48,122	(22,297)	Employees - FRS17 pensions adjustment	(21,809)
16	232,078	223,121	223,121	Central Support Service Recharges	234,732
17	139,462	130,040	153,551	Departmental Administration	125,761
18	272,634	230,924	284,659	Asset Charges	358,833
	<u>683,123</u>	<u>632,207</u>	<u>639,034</u>		<u>697,517</u>
19	61,389	63,231	63,231	Less Income	64,811
	<u>621,734</u>	<u>568,976</u>	<u>575,803</u>	Non-Delegated Budget	<u>632,706</u>
	<u>9,959,413</u>	<u>9,462,035</u>	<u>10,441,866</u>	TOTAL BUDGET	<u>9,410,498</u>
	38.0	38.0	38.0	Total No. of Staff	36.0

Responsible Budget Holders
 Head of Transport and Engineering
 Highway Maintenance Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

STRUCTURES AND NEW WORKS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	827,631	701,117	735,231	Employees	802,673
2	84,087	145,764	145,764	Coastal Maintenance	145,764
3	127,580	155,344	182,344	Bridge Maintenance	175,344
4	6,565	3,023	3,023	Transport	3,023
5	37,864	0	0	Supplies and Services	0
6	37,768	0	0	Revenue Contributions to Capital	0
	<u>1,121,495</u>	<u>1,005,248</u>	<u>1,066,362</u>		<u>1,126,804</u>
Less Income					
7	959,926	696,943	696,943	Income	753,198
8	10,312	0	27,000	Delegated Budget b/fwd	0
	<u>970,238</u>	<u>696,943</u>	<u>723,943</u>		<u>753,198</u>
	<u>151,257</u>	<u>308,305</u>	<u>342,419</u>	Delegated Budget	<u>373,606</u>
Non-Delegated Items					
9	39,209	42,723	(13,760)	Employees - FRS17 pensions adjustment	(16,061)
10	81,803	105,618	105,618	Central Support Service Recharges	124,076
11	77,929	94,664	111,779	Departmental Administration	80,528
12	609,878	584,517	604,219	Asset Charges/Deferred Charges	530,043
	<u>808,819</u>	<u>827,522</u>	<u>807,856</u>	Non-Delegated Budget	<u>718,586</u>
	<u>960,076</u>	<u>1,135,827</u>	<u>1,150,275</u>	TOTAL BUDGET	<u>1,092,192</u>
	28.6	19.8	20.8	Total No. of Staff	23.8

Responsible Budget Holders

Head of Transport and Engineering
Structures and New Works Manager
Contracts Manager

FURTHER INFORMATION

For further information about the service please see the Transport and Engineering Service Plan or contact Burney Johnson, Head of Transport and Engineering Tel: (0191) 553 1503, email: burney.johnson@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide high quality administrative, personnel, financial and performance development support to all sections within the Development and Regeneration directorate. To achieve this aim, the service:

- Provides training and sickness monitoring systems
- Develops, maintains and monitors financial systems for the directorate in line with best practice guidelines
- Ensures robust and appropriate performance management systems are in place covering the whole of the directorate
- Ensures adequate communication and marketing systems exist
- Supports the directorate in identifying and implementing efficiencies and service improvements
- Supports the directorate in working towards achieving corporate Equality requirements
- Ensures that a co-ordinated approach to Information Technology development is achieved, and
- Supports directorate health and safety, business continuity and risk management planning
- Monitors directorate compliance with council policies and practices.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	% of Members correspondence responded to within 5 days	100%	98%	100%	Yes	98%	100%
Op3	Value of positive press releases achieved	PI Removed					
Op6	No of invoices paid within 30 days	100%	100%	100%	Yes	100%	100%
Op7	% of services receiving budgetary information on a monthly basis	100%	100%	100%	Yes	100%	100%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective : Enhancing Customer Services						
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Achieving cashable efficiency savings						
Service Improvement Transform Services through the Improvement Programme (BIP)	Introduction of the new E-Market system - office supplies and stationery bought on-line, automatically procured to 'best buy' (Corp risk 21)	Further development to include other services	Project complete- e-market system fully implemented	Resources are focused on the council's main priorities and less effective spending is minimised	Q1 - Q4 Implement actions in accordance with corporate action plan	FM
Service Improvement Improve systems and processes to deliver more efficient and customer focused services	Efficiency agenda - work with managers to identify and corroborate savings (Corp. Risk 2)	Efficiency agenda - work with managers to identify and corroborate savings	Efficiency agenda - work with managers to identify and corroborate savings	Efficiency savings identified and implemented	Q1 - Q4 Develop programme of efficiencies	PDM

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Improve systems and processes to deliver more efficient and customer focused services	Undertake actions in accordance with the council's Information Governance Strategy (Corp. Risk 23)	Undertake actions in accordance with the council's Information Governance Strategy (Corp. Risk 23)	Undertake actions in accordance with the council's Information Governance Strategy (Corp. Risk 23)	Compliance with Information Governance programme and Freedom of Information Act (2000)	Q1 - Q4 Undertake audits of retention /disposal schedule Q1 - Q2 Implement findings of ICO review of the Publication Scheme. Review and improve directorate web content. Feed directorate storage requirements into corporate storage facility project	PDM
	Identify requirements in relation to correspondence systems and implement improvements	Monitor and review effectiveness of system	Monitor and review effectiveness of system	To ensure that all incoming and outgoing correspondence is recorded and tracked and responses provide within appropriate timescales	Q1 - Q2 Develop ICT business case and develop schedule of user requirements	PDM
	Develop priorities for Service Improvement Projects and consider the development of a project and programme monitoring role (Corp. Risk 2)	Work with services to address critical performance or information issues	Project ongoing	Issues in performance can be identified immediately and action plans implemented to prevent loss of service delivery	Q2 - Q3 Procure system Q3 - Q4 Implement system	PDM
	Assist in the implementation of Traffic, Parking and Road Safety BPR action plan (D&R TE Risk 37)	Business process re-engineering complete. Review effectiveness and modify where appropriate	Review effectiveness and modify where appropriate	40% reduction in all KSI from the 1994-1998 average to 2010 Prioritisation mechanism and systems in place to ensure money is targeted in those areas which will impact on numbers and severity of accidents	Q1 Develop programme Q2 Agree programme Q2 - Q4 Implement programme	PDM

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					<p>Q1 Develop communications schedule template and identify requirements with managers</p> <p>Q2 - Q4 Update schedule</p> <p>Q1 - Q4 Procure ICT system. Develop/ implement system. Train staff in use of system. Migrate service areas to Contact Centre. Develop 2010/11 prioritisation mechanism. Validate robustness of Traffic and Road Safety procedures</p>	
	Develop Quality Management systems across the directorate	Continue to develop Quality Management systems across the directorate	Continue to develop Quality Management systems across the directorate	Processes in place for all service areas leading to improved efficiency	<p>Q1 - Q2 Develop generic support services processes and make available on intranet</p> <p>Q3 - Q4 Work with service to develop Quality Management</p> <p>Q2 - Q4 Develop and implement audit programmes</p> <p>Q1 - Q2 Identify and train additional auditors</p> <p>Q3 - Q4 Consider need for 3rd party accreditation</p>	PDM

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Improving the approach to communications						
Service Improvement Improve directorate communications	Support the communication of the Corporate Improvement Agenda (CIA) (Corp. Risk 2)	Support the communication of the CIA	Support the communication of the CIA	To find improved ways of using staff and resources to deliver the sort of services that people really want	Q1 - Q4 Brief managers on CIA and ensure managers brief staff. Issue CIA awareness material. Manage and monitor suggestions scheme. Develop CIA marketing cases where appropriate	PDM
	Develop an annual communications schedule in conjunction with all services in the directorate (Corp. Risk 2)	Develop an annual communications schedule	Develop an annual communications schedule	Develop an annual communications schedule	Develop proactive press releases and engage with resident groups and stakeholders to ensure communication of relevant issues is effectively carried out	Q1 Develop communications schedule template and identify requirements with managers Q2 - Q4 Update schedule
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Improving the approach to equality						
Service Improvement Embed the principles of Level 4 of the Equality Standard across the directorate	Ensure the directorate works within the corporate action plan for equality (Corp. Risk 10)	Ensure the directorate works within the corporate action plan for equality	Ensure the directorate works within the corporate action plan for equality	Achievement of Levels 4 and 5 of the Equality Standard	Q1 - Q4 Complete INRAs in accordance with programme Implement actions in accordance with directorate plan	HoSS

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Improve workforce attendance						
Service Improvement						
Ensure the directorate undertakes actions to improve the work/life balance of employees	Review outcome of sickness monitoring pilot using Bradford method (Corp. Risk 13)	Implement improvements to Attendance Management Action Plan in line with corporate targets	Project complete	Improved employee attendance, leading to better and more efficient services to residents	Q1 - Q4 Implement improvements as identified by outcome of pilot	HoSS
	Implement actions of stress survey outcomes (Corp. Risk 12)	Project complete	Project complete	Improved employee psychological health and well being, leading to better attendance and more efficient services	Q1 - Q4 Implement directorate action plan	HoSS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Support Services will continue to work with all services in the portfolio to develop service improvement projects in line with the corporate efficiency agenda. This includes the property rationalisation programme by means of assisting with relocation of staff and providing advice on new ways of working.

The service has continued with its approach to absence management, ensuring a continued improvement in sickness levels across the Development and Regeneration directorate, falling from an average of 9.76 per person in 2006/07 to 7.38 in 2007/08.

Performance clinics have been aligned even closer to the Corporate Improvement Plan and the Sunderland Strategy which is enabling a more efficient approach to addressing the increasing performance reporting demands which have been strengthened by the inclusion of monthly portfolio progress reports in 2008/09.

The 2009/10 budget has been set taking account of 'back office' efficiency savings of £42,000 arising, primarily from a review of staffing structures within support services.

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	1,346,078	1,409,506	1,276,726	Employees	1,250,454
2	11,071	11,608	11,608	Transport	7,208
3	177,966	193,840	195,157	Supplies and Services	131,493
4	321,520	0	0	Delegated Budget c/fwd	0
5	108,236	0	0	Revenue Contributions to Capital	0
	<u>1,964,871</u>	<u>1,614,954</u>	<u>1,483,491</u>		<u>1,389,155</u>
Less Income					
6	220,102	209,154	113,259	Income	54,928
7	296,873	0	0	Delegated Budget b/fwd	0
	<u>516,975</u>	<u>209,154</u>	<u>113,259</u>		<u>54,928</u>
	<u>1,447,896</u>	<u>1,405,800</u>	<u>1,370,232</u>	Delegated Budget	<u>1,334,227</u>
Non-Delegated Items					
8	57,726	62,207	(25,523)	Employees - FRS17 pensions adjustment	(23,819)
9	246,780	369,529	369,529	Central Support Service Recharges	235,571
10	20,675	20,675	31,499	Asset Charges	31,499
	<u>325,181</u>	<u>452,411</u>	<u>375,505</u>		<u>243,251</u>
11	1,753,861	1,858,211	1,858,211	Less Income	1,577,478
	<u>(1,428,680)</u>	<u>(1,405,800)</u>	<u>(1,482,706)</u>	Non-Delegated Budget	<u>(1,334,227)</u>
	<u>19,216</u>	<u>0</u>	<u>(112,474)</u>	TOTAL BUDGET	<u>0</u>
	36.5	34.8	32.8	Total No. of Staff	29.3

Responsible Budget Holder
Head of Resources

FURTHER INFORMATION

For further information about the service please see the Support Services Service Plan or contact Hilary Phillips, Head of Support Services on Tel: (0191) 553 1505, email: hilary.phillips@sunderland.gov.uk.

PLANNING AND TRANSPORTATION
CONTRIBUTION TO TRADING SERVICES

FINANCIAL

In respect of the contribution to Parking Services, effort will be made in year to correct this deficit budget and achieve a breakeven position. Should this not be achieved, the deficit will be met by earmarked contingency.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
1	191,152	195,626	172,886	Contribution to Building Control	147,334
2	635,370	314,404	375,667	Contribution to Port of Sunderland	286,592
3	221,582	272,038	367,730	Contribution to Parking Services	145,894
	<u>1,048,104</u>	<u>782,068</u>	<u>916,283</u>	TOTAL BUDGET	<u>579,820</u>

PLANNING AND TRANSPORTATION

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Planning and Transportation.

Page No.	Service
403	Building Control
404	Port of Sunderland
407	Parking

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the Main Service budget as a result of generating a surplus or
 - A contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

PLANNING AND TRANSPORTATION

TRADING OPERATIONS – BUILDING CONTROL

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Building Control are included in the Planning and Environment service (Page 366).

FINANCIAL

Under legislation contained within the Building (Local Authority Charges) Regulations 1998, local authority building control units are required to recover costs incurred in the provision of building regulation charge earning work. The accounting is over a rolling 3 year period to acknowledge the cyclical nature of building construction. The system is monitored and assessed under guidelines drawn up by the Chartered Institute of Public Finance and Accountancy. The table below includes both chargeable and non-chargeable fee earning work.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	615,677	675,024	675,926	Employees	688,856
2	11,253	9,585	9,585	Transport	9,585
3	108,138	58,917	55,354	Supplies and Services	54,735
4	29,681	30,750	30,750	Agency and Contracted Services	30,750
	<u>764,749</u>	<u>774,276</u>	<u>771,615</u>		<u>783,926</u>
5	824,415	832,355	832,355	Less Income	832,355
	<u>(59,666)</u>	<u>(58,079)</u>	<u>(60,740)</u>	Delegated Budget	<u>(48,429)</u>
				Non-Delegated Items	
6	25,011	27,818	(12,889)	Employees - FRS17 pensions adjustment	(12,717)
7	111,896	111,791	111,791	Central Support Recharges	99,534
8	113,911	114,096	134,724	Departmental Administration	108,946
	<u>250,818</u>	<u>253,705</u>	<u>233,626</u>	Non-Delegated Budget	<u>195,763</u>
	<u>191,152</u>	<u>195,626</u>	<u>172,886</u>	Deficit of Trading Activity	<u>147,334</u>
	<u>(191,152)</u>	<u>(195,626)</u>	<u>(172,886)</u>	Contribution from Main Service Budget	<u>(147,334)</u>
	19.0	20.5	20.5	Total No. of Staff	20.5

Responsible Budget Holders

Head of Planning and Environment
Development Manager

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PORT OF SUNDERLAND

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to fulfil its statutory duties, meet the council's financial targets, and stimulate economic growth by bringing new business to the area. To achieve this aim, the service:

- Discharges its duties as a Statutory Harbour Authority in accordance with the Sunderland Corporation Act 1972 and other harbour legislation
- Under the provisions of the Pilotage Act 1987, provides pilotage and related services
- Provides a full stevedoring, warehousing and distribution service for businesses wishing to use the Port
- Maintains the Port infrastructure and manages a commercial tenanted estate
- Actively promotes the Port within the business and leisure community
- Retains the existing customer base, identifies new business opportunities and converts these to income streams
- Promotes regeneration of land within the Port estate that is surplus to operational requirements.

PERFORMANCE INDICATORS

The Port of Sunderland does not currently report against any Performance Indicators.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging development of an enterprising culture						
Service Improvement Secure new business opportunity for the Port of Sunderland	Implement business plan for the Port and progress business opportunities (D&R Risk Port 45) Undertake infrastructure improvements (D&R Risk Port 44 & 47) Identify new market opportunities that will be attracted to the Port's strengths and unique selling points (D&R Risk Port 45) Rationalise the Port estate to maximise developable land (D&R Risk Port 45)	Implement business plan for the Port and progress business opportunities Undertake infrastructure improvements Identify new market opportunities that will be attracted to the Port's strengths and unique selling points Rationalise the Port estate to maximise developable land	Review business plan for the Port	Improved trading position of the Port and new employment opportunities secured Maximise income and maintain an operating profit Increased revenue and job creation	Q1 - Q4 Secure extension to Sodra contract. Secure new pulp imports. Confirm Stema contract extension. Replace Penstocks. Commission consultants to assess condition of dock gates, undertake essential maintenance. Appoint new business manager Q1 - Q4 Agree demolitions, lease terminations and land availability schedule. Progress Wear Dockyard rationalisation. Gladstone Bridge - complete maintenance work. Lighthouse - complete survey and carry out works	HOLP

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PORT OF SUNDERLAND

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Confirm preferred option for Port access road, Hudson and Greenwell's Quay Walls	
CORPORATE IMPROVEMENT PRIORITY 7						
Objective: Enhancing Member development						
<u>Service Improvement</u>						
Improve support to front line Members	Improve Member enquiry response times	Continue to improve Member enquiry response times	Continue to improve Member enquiry response times	More enquiries responded to within timescale	Q1 - Q4 Enquiries to achieve and retain a 90% response rate	HOLP

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The significant improvement in the Port's financial performance in recent years has contributed efficiency savings of £178,000 in 2006/07, £347,000 in 2007/08 and forecast efficiencies of £45,000 in 2008/09. The Port continues to seek additional business, including follow up work with customers who have not traded with the Port in recent times. The impact of the current economic conditions are being closely monitored.

The Port Business Plan is complete and includes financial performance indicators to provide management with tools to measure performance which will lead to more effective use of resources.

A framework agreement is in place with a haulage contractor, enabling the Port to offer competitive rates for haulage of cargo to UK wide destinations and to provide a one stop shop service to its customers.

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PORT OF SUNDERLAND

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	1,685,240	1,568,583	1,581,047	Employees	1,666,727
2	573,767	554,690	604,557	Premises	546,539
3	886,242	764,737	764,737	Transport	760,719
4	284,951	301,639	300,466	Supplies and Services	321,378
5	17,018	9,692	9,692	Agency and Contracted Services	9,886
6	44,072	0	0	Transfer to Port Reserve	0
	<u>3,491,290</u>	<u>3,199,341</u>	<u>3,260,499</u>		<u>3,305,249</u>
7	3,488,595	3,317,956	3,317,956	Less Income	3,430,268
	<u>2,695</u>	<u>(118,615)</u>	<u>(57,457)</u>	Delegated Budget	<u>(125,019)</u>
				Non-Delegated Items	
8	30,806	56,494	(25,822)	Employees - FRS17 pensions adjustment	(26,171)
9	45,651	61,045	72,082	Departmental Administration	76,198
10	186,412	134,934	134,934	Central Support Recharges	109,652
11	556,058	180,546	251,930	Asset Charges/Deferred Charges	251,932
	<u>818,927</u>	<u>433,019</u>	<u>433,124</u>		<u>411,611</u>
				Less Income	
12	186,252	0	0	Contribution to capital programme from Port Reserve	0
	<u>632,675</u>	<u>433,019</u>	<u>433,124</u>	Non-Delegated Budget	<u>411,611</u>
	<u>635,370</u>	<u>314,404</u>	<u>375,667</u>	Deficit of Trading Activity	<u>286,592</u>
	<u>(635,370)</u>	<u>(314,404)</u>	<u>(375,667)</u>	Contribution from Main Service Budget	<u>(286,592)</u>
	45.0	45.0	45.0	Total No. of Staff	45.0

Responsible Budget Holders

Head of Land and Property
Port Manager

FURTHER INFORMATION

For further information about the service please see the Port of Sunderland Service Plan or contact Colin Clark, Head of Land and Property on Tel: (0191) 561 2675, email: colin.clark@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

TRADING OPERATIONS – PARKING

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Parking Services are included in the Transport and Engineering service (Page 380).

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	276,714	684,462	727,808	Employees	732,843
2	489,866	614,794	658,747	Premises	549,506
3	2,007	10,900	10,900	Transport	10,900
4	1,376,918	1,189,047	1,216,471	Supplies and Services	1,212,307
	<u>2,145,505</u>	<u>2,499,203</u>	<u>2,613,926</u>		<u>2,505,556</u>
5	2,242,241	2,676,504	2,676,504	Less Income	2,772,504
	<u>(96,736)</u>	<u>(177,301)</u>	<u>(62,578)</u>	Delegated Budget	<u>(266,948)</u>
				Non-Delegated Items	
6	11,434	26,931	(13,204)	Employees - FRS17 pensions adjustment	(13,596)
7	80,372	113,826	113,826	Central Support Recharges	128,676
8	97,311	122,571	144,732	Departmental Administration	112,807
9	129,201	186,011	184,954	Asset Charges/Deferred Charges	184,955
	<u>318,318</u>	<u>449,339</u>	<u>430,308</u>	Non-Delegated Budget	<u>412,842</u>
	<u>221,582</u>	<u>272,038</u>	<u>367,730</u>	Deficit of Trading Activity	<u>145,894</u>
	<u>(221,582)</u>	<u>(272,038)</u>	<u>(367,730)</u>	Contribution from Main Service Budget	<u>(145,894)</u>
	10.0	30.0	30.0	Total No. of Staff	29.0

Responsible Budget Holders

Head of Transport and Engineering
 Parking Services Manager

HOUSING AND PUBLIC HEALTH

ROLES AND RESPONSIBILITIES

The Housing and Public Health Portfolio has the primary aim of providing the strategic overview and delivery on all housing matters for the city with a view to improving the quality, choice and range of housing in all neighbourhoods and to ensure that future housing needs for the city can be met so that communities are prosperous, safe, strong, inclusive and sustainable. In delivering this aim, the Portfolio:

- Ensures the Strategic Housing function plays a key role in delivering social, economic and physical regeneration within the city
- Contributes to the continuous development of sustainable and appropriate advice and support to meet the diverse needs of the citizens of Sunderland and the region
- Forges strong and effective partnerships across the city, sub-region and region to enable the delivery of the city's housing priorities
- Ensures the development of the choice and quality of homes, together with a high standard of decent housing, which is managed in safe, secure and sustainable communities and environments
- Helps the city provide a balanced housing market (in terms of the range, tenure and number of properties) to meet demand from residents and potential residents
- Enables those in need of support to maintain their independence in their chosen home for the foreseeable future by supporting people throughout the repair, adaptation or improvement process
- Provides advice, guidance and support to help residents to prevent homelessness and find accommodation
- Provides support and accommodation to asylum seekers under Government contracts
- Delivers the council's statutory duties in respect of housing standards and health protection
- Tackles anti-social behaviour in the private housing sector.

The Portfolio also includes the Environmental Health and Trading Standards, Licensing and Registrars services.

The primary aim of the Environmental Health and Trading Standards service is to provide an enforcement and regulatory service for environmental control in order to protect and enhance residents' health whilst Licensing aims to ensure the protection of public safety. This will be achieved through:

- Protecting the interests of consumers through a programme of risk assessment based inspections. Investigating areas of trade that prompt concern and prosecuting offenders where appropriate
- Implementing effective and targeted enforcement activities and educational initiatives
- Ensuring the air quality in Sunderland complies with Local Air Quality Management Standards (LAQMS) and that residents are free from statutory nuisances such as noise, smoke and odour
- Investigating and carrying out treatment for significant pests such as rats, mice, cockroaches, fleas and insects that can affect the health of the public
- Issuing a wide range of licences including hackney carriages, private hire vehicles, drivers and operators, animal health, public entertainment, street training, alcohol and gambling.

The primary aim of the Registrars Service is to deliver a Registration Service within Sunderland in accordance with statute, the Sunderland Registration Service (Service Delivery Plan) and any instructions laid down by the General Register Office (GRO). In delivering this aim, the Portfolio:

- Registers every birth, still-birth and death in Sunderland
- Registers and conducts ceremonies for every civil marriage and civil partnership in Sunderland
- Attends nominated outstations to provide a registration service by appointment
- Provides a Registrar of Marriages at any church without its own Authorised Person
- Provides Citizenship Ceremonies on a monthly basis and non-standard ceremonies whenever requested
- Arranges naming ceremonies upon request.

PORTFOLIO CONTEXT

Statutory Context

The Portfolio is responding to the Government's aims for housing as laid out in '**Sustainable Communities: Building for the Future**', the priorities detailed in the **North East Housing Strategy** (updated summer 2007) and the **Tyne and Wear Housing Strategy** (August 2007). Sustainable communities are places where people want to live and work, now and in the future. They should meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They should be safe and inclusive, well planned, designed, constructed and managed, and offer equality of opportunity and good services for all.

In 2007, the Government published the Green Paper **Homes for the Future: More Affordable, More Sustainable** which outlines proposals to increase housing supply, (especially of affordable housing units) and directs local authorities, towards new ways of working to improve choice and housing numbers in their area, by providing "more homes, cheaper homes, greener homes, and faster homes" (i.e. simplifying the planning system). Specifically the document states that: local authorities should facilitate the delivery of new housing, (which meets local needs) by bringing forward land for development and that they should build on their strategic role and utilise their planning powers.

HOUSING AND PUBLIC HEALTH

The Portfolio's aims are consistent with Office of the Deputy Prime Minister's (now Communities and Local Government (CLG)) 5-Year Plan, '**Homes for All**' (January 2005), which sets out the action the Government will take over the next five years to provide everyone with the opportunity of a decent, affordable home. These actions are reflected in the Housing Strategy for Sunderland, which details agreed housing aims and priorities for the city. **Homes for All** along with the **Sustainable Communities Act 2007: People, Places and Prosperity** form the next stage of the Sustainable Communities Plan.

The Portfolio also operates within the context of the **Barker Review** (2004) on housing supply and the subsequent consultation paper **Housing and Planning in the Regions**, which resulted in the merger of Regional Housing Board and the North East Assembly. The Assembly also acts as the Regional Planning Body and is responsible for the developing the Regional Spatial Strategy (RSS).

The RSS is the blueprint for future development in the North East. This strategy determines how much development will take place in the region between now and 2021. The RSS prioritises the delivery of economic prosperity, the creation of sustainable communities, the preservation and enhancement of the environment and improving transport connections within the region and to the rest of the UK and the world.

The Regional Housing Strategy (RHS), RSS and Regional Economic Strategy outline the strategic aims and priorities for housing in the northeast region and provide a framework for the development of housing solutions at a regional and sub-regional level linked to wider agendas including economic development, planning, regeneration, rural issues, health and community well-being. The North East Housing Board influences regional investment decisions by directing Single Housing Investment Pot (SHIP) spend across local authorities in order to deliver the objectives of the RHS. In 2007, a Review of Sub-National Economic Development and Regeneration was published. This widens the debate around regional economic performance and places Regional Development Agencies at the heart of regional strategic decision-making. Since 2008, regional housing funding is determined and allocations are made, based on commissioning priorities for the Tyne and Wear City region identified through the Regional Housing Board.

The Housing Act 2004 remains the main and most important piece of legislation when considering the condition and management across all housing tenures. With a Housing Reform Green Paper due soon, the role of the private housing sector will once again come under the spotlight. A major review is being undertaken for CLG of the purpose, role, capacity and potential of the private sector. The council awaits the publication of the 'Rugg Review' which will assist in providing a better understanding of this key segment of the housing market.

The Hills Review of Social Housing (2005) raises issues about the future of social housing with a view to developing sustainable communities. The document challenges councils to identify housing needs and access within an overall regional context and generating innovative approaches to securing funding to deliver these needs rather than depending upon Government funding. The review also highlights the need to move away from reliance on social housing to focussing on the development of the private sector housing market through an area management approach which will ensure that benefits derived from investment are sustained.

Place-Shaping: A Shared Ambition for the Future of Local Government (the Lyons inquiry into local government) was published in 2007. In relation to housing, the inquiry commented that patterns of housing development and mobility, the availability and condition of housing and the willingness of individuals and developers to invest in it are all important influences on, and reflections of, the health of communities. This applies to social housing as well as privately rented and owner-occupied housing.

Within the **Housing Green Paper**, Local Housing Companies have been proposed as a way of increasing the number of affordable homes across the country. Local Housing Companies will be joint ventures between local authorities (providing land and planning consent) and the Homes and Communities Agency (providing financial and technical assistance). The requirements of any development will be a minimum of 50% affordable homes, the development of homes that meet design and environmental performance standards, all homes constructed to meet Level 3 of the Code for Sustainable Homes and limits on the number of buy-to-let sales. Sunderland has been selected as one of the fourteen pilot areas for the Local Housing Companies.

The Department of Health's White Paper **Our Health, Our Care, Our Say** (2006) is a key driver for change for adult social and health care and wellbeing. The White Paper sets out the Government's vision for community health and social care over the next 15 years and sets out how services should improve the health, independence and wellbeing of individuals and provide care closer to people's home. There are clear links between these objectives and those of the housing functions within the Portfolio (e.g. health protection, improving housing in deprived areas).

HOUSING AND PUBLIC HEALTH

The **Regulatory Reform Order** (2002) offers local authorities flexibility in offering financial services, Disabled Facilities Grants etc. At least part of the adaptation process in the Home Improvement Agency is governed by the Department of Health's Fair Access to Care Standards, interpreted locally through the Council's Fair Access to Care Eligibility Criteria and its Statement of Purpose.

The **Supporting People Programme** is governed within the framework of the **Local Government Act 2001**. Supporting People is one of the Government's five key drivers in relation to reducing deprivation for both people and places. To achieve its aims, CLG has five clearly defined strategic priorities:

- Balancing housing supply and demand
- Delivering decent housing standards
- Tackling disadvantage
- Delivering better services
- Developing the regions.

Within this framework CLG published the National Strategy **Independence and Opportunity in June 2007** with some key considerations such as keeping people that need services at the heart of the programme, enhancing partnership with the Third Sector, delivering in the new local government landscape, increasing efficiency and reducing bureaucracy. For example, part of the changes mean that budgets will be allocated on a three-year basis, enabling the Portfolio to plan and manage its Supporting People Programme, and commissioning strategy, more effectively therefore reducing the administrative burden through better procurement arrangements. More recently, the Government announced that funding for Supporting People is now integrated within the Area-Based Grant arrangements.

The Government has set the target for the introduction of **Choice Based Lettings** by 2010, which will enable the public to have greater flexibility in the type and location of house they live in. In order to progress this, the Council is participating in a fundamental service review with Gentoo, and is meeting with other councils in Tyne and Wear to consider the possibility of a sub-regional scheme prior to selecting a model to implement.

The Portfolio is responsible for delivering the council's duties in relation to homelessness, housing advice and housing allocations under the **Housing Act 1996** as amended by the **Homelessness Act 2002**. The Government has consulted on revising the definition of overcrowding for housing allocations. No firm proposal has been made yet, but the Portfolio will need to ensure that any change is responded to in its allocations scheme. A new statutory code of guidance has been published in 2008 which provides information about the factors which local housing authorities should take into account in framing their allocation scheme to offer a choice of accommodation to housing applicants including homeless people.

The Government introduced the **Respect Action Plan** (2006) and more recently the **Respect Youth Task Force Action Plan (2008)**. The council recognises that good quality housing, along with good tenant relationships, is a key to ensuring the stability of housing markets in areas of deprivation. It is understood that anti-social behaviour from a minority of bad tenants, their families and/or visitors to their property can very quickly have an adverse impact on the quality of life of people living near to the perpetrators. Furthermore, the **Clean Neighbourhoods and Environment Act 2005** - Section 2 of the Act allowed councils to apply for Gating Orders as a tool to tackle anti-social behaviour.

In May 2008 the **Consumer Protection for Unfair Trading Regulations 2008** and the **Business Protection from Unfair Marketing Regulations 2008** enacted the Unfair Commercial Practices Directive. This is the biggest change in consumer law for 40 years, revoking and changing large amounts of consumer law. Trading Standards will support business in complying with the new legislation.

The recommendation in the **Peter Rogers Review** of national priorities for local authority regulatory services set out the following five national priorities:

1. Air Quality
2. Alcohol licensing
3. Hygiene in food businesses
4. Work related health problems
5. Fair Trading

with animal and public health being a time limited priority.

The **Regulatory Enforcement and Sanctions Act 2008** will establish the Local Better Regulation Office with the aim of bringing consistency to local authority enforcement. The Act implements four of the recommendations of the Macrory Review, and, places a requirement on regulators not to impose or maintain unnecessary burdens on local businesses.

HOUSING AND PUBLIC HEALTH

The **New National Performance Framework for Local Authorities and Local Authority Partnerships** has established a new national indicator relating to food premises that are 'broadly compliant' with food legislation. Although the parameters, which would indicate a level of compliance, have been recorded over several years this new indicator will necessitate changes in the reporting provision of our database and annual returns.

New regulations on Private Water Supplies will need to be encompassed within the work of the Environmental Health section.

The requirements of the **Licensing Act 2003** continue to present significant challenges for the council in terms of workload. The council is obliged to respond to unforeseen events such as requests for transfers of licences or changes of premises supervisors and requests for reviews of licences by statutory agencies or local residents. Officers continue to pursue an inspection program to ensure premises operate in accordance with their licences. This work will carry on into 2009/10. Complaints about public nuisance caused by the operation of licensed premises persist and officers continue to respond by taking appropriate enforcement action.

The **EU Services Directive** comes into force in December 2009. This means that it must be possible for businesses throughout the European Union to understand and complete the formalities involved in setting up a service business in a local authority area ONLINE - they must be able to find information about regulations and licences, complete and submit application forms and pay fees - all online. In order to comply with the Directive, and to assist local authorities, The Department for Business Enterprise and Regulatory Reform (BERR) is setting up a Point of Single Contact (PSC) - a website portal covering the entire UK. This PSC will be the starting point for many licence applicants and will provide links into all relevant local authority web pages (and those of national bodies responsible for regulation of services). In order to help local authorities meet their obligations it will also provide online forms for the licences covered by the EU Services Directive so that businesses can use the PSC to complete applications where these will not be directly available on local authority websites by the end of 2009.

The year 2008/09 was the first complete year of the licensing regime implemented by the **Gambling Act 2005**. The principal activity of the council under the Act in this year, given that the bulk of the licence-issuing work was completed in the preceding year, was the undertaking of a programmed inspection regime. This work identified non-compliances which necessitated enforcement attention. Additionally, similarly to the council's experiences with the Licensing Act, officers are required to respond to unplanned events such as applications for new licences and variations to existing licensed premises. It is expected that such work will continue in 2009/10.

The provisions of the **Statistics and Registration Service Act 2007** were enabled on the 1st December 2007 and Statutory Officers (Registrars and Superintendent Registrars) became local authority employees. A Service Delivery Plan was agreed with the Registrar General which outlines how the council will deliver a registration service within the parameters of the new governance arrangements with effect from the 1st April 2008. A revised staffing structure was agreed in October 2008 and amended terms and conditions and contracts of employment will be issued before the end of March 2009.

The provisions of the **Registration of Births, Deaths and Marriages (Amendment) Regulations 2007** have now been utilised for the first time with the Superintendent Registrar acting in the dual capacity as a Deputy Registrar of Births and Deaths to register births and deaths. This has allowed more flexibility in delivering a service where it can best meet customer demand.

Local Socio-Economic Change

There were 87 homeless households waiting to be re-housed in Sunderland at the end of September 2008. This compares with 147 in September 2007 including 15 households currently in temporary accommodation. This reduction is the result of using more preventative measures to reduce homelessness. In September 2008 there had been 282 cases prevented from becoming homeless. This compares with 98 in September 2007, a 187% increase. Although the council makes significant use of private rented accommodation for re-housing, a sufficient supply of properties offered by Registered Social Landlords are needed. Nomination arrangements with RSLs will be kept under review to ensure the needs of homeless and other households can be met.

Since 2001, the average house price in Sunderland has increased by 127% whilst salaries have risen by 20%. Since the credit crunch started in July 2007 however house prices have started to reduce. In September 2008 the average price has reduced from £118,612 to £113,601, a 4.2% reduction. Despite the reduction in house prices, due to the difficulties in securing a mortgage, affordability issues remain within the city. Those yet to start on the property ladder or those on lower levels of income will have difficulty in finding a 15% deposit, which is fast becoming the minimum deposit required to secure a mortgage. In addition household costs have risen by 30% during the same period.

HOUSING AND PUBLIC HEALTH

Over the period 2000 to 2005, migration data indicates a consistent net out-flow of residents from Sunderland at an average of 1,160 people per year. Around one-third of out-migrants are moving to County Durham, in particular the adjacent districts of Durham City, Easington and Chester-le-Street. If the population continues to decline the city will be left an increasingly ageing, dependent population as the younger more mobile sections of the community continue to move away. Furthermore, by 2029 it is predicted that there will be a 33% increase in the population aged 60 to 74 and 62% increase in those aged over 75.

Sunderland has substantial levels of deprivation relating to social and health problems amongst the population, with mortality rates, although improving, higher than many other areas in the country. 51 of Sunderland's 188 Super Output Areas ("sub-ward level") were among the most deprived 10% in England, whilst 44 were in the most deprived for income deprivation. There are also significant variations between wards in terms of both health and deprivation in Sunderland. Just less than one quarter of people aged 18 to 64 years reported a life-limiting condition in the 2001 Census and there are projected increases in the number of people with more severe disabilities (particularly learning disabilities) over the next 15 years, because this group of people are living longer than ever before.

Sunderland also has a higher level of health and social care needs than the average for England. For example, it is estimated that around 40% of people aged 65 and over have problems with some aspects of daily living ('functional dependency'), compared to a figure of 30% for England. Projections suggest that, even assuming improving health outcomes for individuals, the level of functional dependencies amongst this population will increase by 28% to 22,400 older people by 2022, with increases in the number of particularly frail older people with more significant difficulties in daily living. Furthermore, Registered Social Landlord (RSL) housing stock across the city is ageing along with the population that resides within it.

Against the above backdrop, the council and city as a whole will need to ensure that all residents have a greater range of housing opportunities suitable for them, that current residents have reasons to stay and that Sunderland can attract new residents by creating an environment that offers economic, social and residential choice for everyone within the context of the Sunderland Strategy. Research (from the Housing Needs Survey in 2002) suggests that those people who leave the city will tend to belong to the higher socio-economic groups. Furthermore, changes in lifestyle and occupations within the city mean that not only are the health conditions that residents face changing, but so are their expectations for themselves and their families. Whilst welcome, this poses issues around how houses will be modernised and adapted in the future to satisfy the care requirements of this ageing population against a backdrop of reducing capital funding.

Sunderland's **Housing Market Assessment** is due to be published in early 2009 and will identify current and future housing needs and aspirations in the city across all housing tenure to strengthen the council's understanding of the housing market and its relationship to the Tyne and Wear sub-region. The Assessment provides an updated understanding of the reasons that lead people to migrate from the city and also those factors, which attract others to re-locate here and to help address the population decline noted above. The results of the assessment will be used as evidence to support capital and revenue funding applications for submissions primarily to CLG, the Housing Corporation and North East Housing Board to reduce housing inequalities and polarisation in the housing market, including informing affordable and social housing policies. This will help ensure that there is adequate housing for all residents in the city, including those that might be socially disadvantaged. The council will also monitor any impact of the introduction by the Government of payment of Housing Benefits and Local Housing Allowance arrangements.

The data from the Housing Market Assessment will assist alongside the Local Development Framework to provide greater information in determining planning proposals to ensure that sufficient houses of the right type and quality are being provided in the right place to meet the needs of the city's changing population. These issues will be taken forward in partnership with the Planning and Transportation services and with wider city partners.

The increasing need to carry out Sustainability Appraisals on all areas of council business will add value to council services by improving the social, economic and environmental benefits of council decisions, contracts and projects and this will include housing related issues. One example of how the quality of life for city residents will be improved via sustainability appraisals is via the 5-year Carbon Plan which will contribute towards a measurable reduction in the city's energy consumption and carbon emissions. Further details of which can be found in the Planning and Transportation Portfolio.

Given the current economic downturn, homelessness due to mortgage re-possession and rent arrears in private rented accommodation may increase in the future. The council will seek to encourage lenders and landlords to put people in contact with the Portfolio's Housing Options team as soon as possible to help prevent homelessness.

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The number of Asylum Seekers housed within the city, for which the Portfolio manages the dispersal contract arrangements, may increase due to world events which cannot be predicted, and the contract includes provision for failed asylum seekers remaining under the **Immigration and Asylum Seekers Act 1999**. Amongst the requirements of the new contract, there is a process for checking that properties to be procured by providers are suitable in terms of location and future planning arrangements e.g. not in re-development areas.

Air quality in Sunderland is generally good, however, there are areas that experience elevated concentrations under certain weather conditions. When the air is still, air pollution will increase and it is then that effects upon health are possible. Typically in summer poor air quality is due to a build up of ozone, whilst in winter it is due to an increase in nitrogen dioxide. Elevated concentrations of particles can occur in both winter and summer. Work with the Tyne and Wear Transportation Planning Section to produce a Tyne and Wear Air Quality Action Plan is ongoing to ensure levels of pollution emitted by transport are controlled.

Since its implementation in July 2007 the **Smoke Free Legislation**, introduced to protect employees and the public from the harmful effects of second hand smoke, has been accepted by the general public. The department is continuing to work closely with businesses and there has been a high level of compliance with the legislation across the city. All residential units in the NHS mental health trusts are smoke free from July 1st 2008 thus protecting some of the most vulnerable members of the community.

Following the introduction of a national helpline for consumers in the last financial year 1,149 of the more complex cases have been referred by Consumer Direct to the Advice Team. These cases have required the section offering a more in-depth advice service and the provision of additional support to consumers seeking advice and assistance.

Possibly as a result of challenging trading conditions, officers are increasingly detecting apparently willful non-compliances with statutory requirements e.g. premises operating outside licensed hours and failing to conform to licence conditions. This situation, alongside the increase in noise complaints caused by patrons smoking and drinking outside licensed premises noted previously, has led to further resource requirements.

The number of births registered in Sunderland at the year ending 31st March 2008 increased by 9% on the births registered five years ago. With the exception of only 25 fewer births registered this year, there has been a year on year increase in birth registrations. With the exception of 2006/07, the number of deaths registered over the same period shows a steady decline and 7% fewer deaths were registered in 2007/08 than in the corresponding period five years ago. The new governance arrangements agreed with the General Register Office will now ensure that Sunderland can utilise its discretion to ensure resource is best placed to meet local registration demands.

The number of marriages registered in Sunderland over the last twenty years has remained in decline year on year without exception, falling from 1,854 in 1987 to 790 in the year ended 31st March 2008. Significantly within that period, the percentage of civil marriages registered has improved from 48% to 61%. The type and quality of ceremony now made available for civil marriage in Sunderland has been amended to meet customer expectation and enabled the national standards of the new governance arrangements to be met.

Other Key Issues

The new directorate of Health, Housing and Adult Services was created in July 2007. The purpose of establishing the new directorate was to integrate community inclusion issues, linked to economic and social regeneration, and to help deliver on the requirements of the Department of Health's White Paper to promote independence, choice and well-being amongst all residents, but particularly those most vulnerable. It was also created to help fulfil the revised national expectations of the role of a Director of Adult Services, including their joint responsibilities in relation to the development of the Joint Strategic Needs Assessment with the Director of Public Health.

Health, Housing and Adult Services sets out a 15-year Vision for the future long-term direction of the directorate, supported by 3-year Delivery Plans supported through the Corporate Planning process. This is aligned with the 15-year vision of the Sunderland Strategy and the Local Area Agreement (LAA) from 2008/09 onwards.

One advantage of the new directorate is closer and more integrated working between Housing and Adult Services across a number of different areas.

Examples include developing long-term housing support for vulnerable adults, a key objective for both functions, through the development of the Suitable Homes for Living Strategy or the participation of social care divisions in the council's regeneration projects, including the Eppleton, Castletown and Hendon Area Renewal Projects.

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Within the Audit Commission's Comprehensive Performance Assessment, Housing functions are a Level 2 Service and subject to Key Lines of Enquiry to help the Audit Commission make an assessment of the quality of the service provided across a range of issues, including customer and stakeholder responsiveness, use of resources, and service delivery. In 2008, the Housing function attained a 'Good' rating by the Audit Commission.

Stock Condition Surveys are the main source of data used to identify private housing investment priorities. In 2007/08, the Portfolio commissioned and completed its latest survey, the findings of which will be used to inform future housing renewal, regeneration and planning for the city in 2008/09 and beyond.

The Castletown Area Renewal Masterplan will be presented to Cabinet for adoption at the end of 2008/09, and the Eppleton Area Action Plan will be presented for adoption in 2010 through the planning process. Considerable capital funds will be required to progress these plans collaboratively across the council and with wider city partners, and the council has worked with English Partnerships to fund work on both schemes over the next 2 years. Bids for future capital funding will be required to implement this programme and the full extent of funding requirements is to be ascertained.

As part of the Back on the Map (BOTM) project a number of bids for housing related projects were successfully progressed exclusively targeted at the Hendon and East End area including the following:

- Developed a Neighbourhood Renewal Assessments (NRAs) that identified regeneration priorities in order to reverse trends of low demand in the area
- Accredited Landlords scheme with an increased focus on tackling empty properties and anti-social behaviour
- Increase the level of funding for renovation grants specifically targeted at reducing the level of unfit properties
- A feasibility study to gather evidence required to enable Sunderland City Council to consider whether to apply to the Secretary of State for a designated area for Selective Licensing.

Partnership arrangements between the council and BOTM were reviewed to ensure that the benefits derived from investment in the area were maximised and that any investment in the area is sustained through long-term management arrangements.

Large RSLs, in particular Gentoo, continue to progress a programme of regeneration, renewal and demolition. The Portfolio plays an active role in ensuring that the programme is the best course of action for the city by critically analysing their proposals and that they complement Area Renewal Master Plans/Area Action Plans.

The Portfolios of Adult Services and Housing and Public Health launched Phase I of the Home Improvement Agency (HIA) service as part of the council's overall response to the requirements of the Comprehensive Performance Assessment (CPA) in late 2006/07. Phase II of the HIA was launched in 2007/08 to fully integrate the function's roles and responsibilities to improve customer-focussed services. The HIA is one element of the cross-Directorate Business Improvement Programme Project to re-engineer the customer journey for individuals that require minor adaptations/equipment or major adaptations, including those that require social care support to access such services. The objective of the HIA is to improve the customer experience and to ensure an effective and efficient service is provided to customers, whilst also empowering choices for these individuals. The project will be fully implemented by the start of 2009/10.

Improving customer choice and making the best use of resources, including grants, in the HIA is a key priority for the council, and a number of innovative solutions are now available to home owners, e.g. through the development of a Financial Assistance Policy, and through work with Registered Social Landlords (RSLs).

Reducing the risk of homelessness by more effective, earlier intervention was also a BIP Project in 2008/09, with a review and re-engineering of processes to better support individuals at this sensitive time. Although primarily focussed on prevention, this Project will also have an impact on improving performance outcomes across a range of other measures, such as rough sleeping and minimising the use of temporary accommodation to move people into settled accommodation which is of good quality more quickly. The Project informed the Homelessness Strategy for 2009/10 and beyond, which was finalised after the BIP Project recommendations, and as part of the overall Housing Strategy. Work is also continuing on the Fundamental Service Review with Gentoo to develop new arrangements for accessing social housing in the city to give a simpler and more customer orientated process. The arrangements will be rolled out to other RSLs and providers in the city following consultation and further development work.

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The preparatory work for the Food Safety award scheme "Scores on the Doors" continues. The results of pilot projects in this sphere have been undertaken around the UK for the Food Standards Agency and the results and guidance are still anticipated. The council is committed to implementing a scheme and making more information openly available on the Internet. The forecasted improvement in standards in premises will not be without an increased workload responding to businesses' enquiries. It is impossible to forecast the frequency and breadth of requests for information under the Freedom of Information legislation, although any individual request can result in significant workload and diversion of resources from our main focused activities.

More information being available on the website may increase the frequency of specific requests or reduce the impact of requests involving substantial searches.

A Risk Register has been prepared by the Registrars Service and currently identifies ten actions to be addressed and monitored. Some of the key issues include:

- Alterations to the premises that need to be completed in 2008/09 to improve physical access to the Register Office in the Civic Centre and the amenities that are currently provided, to achieve compliance with the Disabilities and Discrimination Act
- The Registrars Service has introduced new governance arrangements, which will provide a service that meets the needs of the local community and is also anticipated to offset any financial impact from Single Status phase 2
- From October 2007, events have been registered in England and Wales using a web-based facility. It is imperative that constant connectivity with Internet is maintained and liaison with ICT for recovery plans is ongoing.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
Implement a revised structure to enable the Registrars service to meet the challenge of the New Governance arrangements <ul style="list-style-type: none"> ▪ New service delivery plan operational with national standard performance indicators achieved 	Yes - The recruitment and selection process for three key posts in the service is planned to be completed by December 2008 Sunderland was sanctioned by the Registrar General to operate under New Governance arrangements with effect from April 2008. The Service Delivery Plan has been agreed with the Registrar General and is now in place	Service delivery will be achieved with the anticipated level of resource. Coupled with the flexibility presented by the implementation of New Governance arrangements, this will enable Sunderland to offer a service that meets local demands	CIO2 CIO3	
Contribute to Housing Market Assessment (HMA) for the sub-region and the implementation of its findings <ul style="list-style-type: none"> ▪ Implement HMA findings to target available Housing investment within the region's Single Housing Investment Pot (SHIP3) submission 	Yes - Both Private Sector Stock Condition Survey and Housing Market Assessment Report published, and intelligence used to inform future planning, including development of integrated and area-based Housing Strategy in 2009/10. SHIP3 funding and capital allocation secured	Develop housing and planning opportunities with housing partners for all residents and future residents in Sunderland, including those socially disadvantaged, aligned with regional strategies and capital allocations		

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Improve housing conditions and liveability across the city, including improving attractiveness of city for residents and potential residents</p> <ul style="list-style-type: none"> ▪ Complete reporting within city on the findings and results of the Private Sector Stock Condition Survey 2007 ▪ Continue to intervene in areas showing symptoms of decline and market failure and improve housing conditions through progression of housing renewal programme, bringing back properties into occupation with partners ▪ Assist in the assessment and audit of partner agency Area Regeneration Plans, particularly alignment to Gentoo plans within Hendon and other emerging localities 	<p>Yes - Private Sector Stock Condition published and continued progress of Eppleton, Castletown and Hetton Masterplans/Area Action Plans as outlined in other Key Issues</p> <p>Continued to intervene in areas that show symptoms of decline through bringing more properties back into use or demolishing, and reducing anti-social behaviour, focussed on specific areas, e.g. Hendon. All neighbourhood renewal assessments submitted have been audited</p>	<p>Housing inequalities across the city addressed via the identification of housing regeneration priorities, including reducing the number of empty properties, an increase in affordable housing, meeting decent homes standards and reducing anti-social behaviour, whilst making the best use of available resources across the council and city</p>		
<p>Complete the Supporting People Service Review Programme and Improve the Supporting People contract and service monitoring framework</p> <ul style="list-style-type: none"> ▪ Implement findings from SP Service Review Programme to improve and target supported accommodation options for specific and socially disadvantaged customer groups ▪ Continual assessment of business processes 	<p>Mostly, but with additional elements of the Review Programme to be completed in 2009/10. Review findings will be used to produce revised and integrated SP Programme. Contract and service monitoring framework improved in 2009/10, whilst business processes revised to better support these new framework arrangements during the year</p>	<p>The needs of socially disadvantaged people better met to maintain their independent living and to improve greater value for money across the council and city - demonstrated through improved performance against SP indicators in city</p> <p>Greater value for money through more efficient back office processes capable of providing intelligent data upon which to base future service modelling decisions will be developed</p>		

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Implement findings of Housing Market Assessment (HMA) and use findings to inform development of mixed housing communities in Sunderland</p> <ul style="list-style-type: none"> ▪ Use intelligence from HMA to plan the development of a Local Housing Company (LHC) with key partners/agencies as part of the Government's pilot to deliver affordable housing, including securing funding for pilot, if appropriate for city 	<p>Mostly, Local Housing Company Strategy developed and agreed with partners by end of year, though future delivery will be subject to available funding amongst housing partners</p>	<p>If the LHC model is considered appropriate for the city, delivery will mean improved range of housing available and affordable to residents and potential residents of the city and brownfield sites returned to residential use thereby contributing to improving the attractiveness of the city</p>		
<p>Improve the methodology of co-ordinating the activities of the responsible authorities designated under the Licensing Act 2003 in order to encourage and facilitate reductions in alcohol misuse and incidents of alcohol related violence and disorder</p> <ul style="list-style-type: none"> ▪ Establishment of a Licensing Act Responsible Authorities Group with a view to identifying potential areas for improved co-operation 	<p>Yes - Licensing Act Responsible Authorities Body established providing more effective decision making with regard to making representations on licensing applications and providing improved intelligence sharing on enforcement issues relating to licensed premises</p>	<p>Contribute to a decrease in alcohol related illness, violence and disorder through more effective regulation of licensed premises</p>	<p>CIO3 CIO4</p>	<p>SP 4</p>
<p>Strive to be more flexible and use a wider array of regulatory tactics in order to reflect local needs and circumstances to provide genuine protections and support to local, national and global economies and provide public reassurance</p> <ul style="list-style-type: none"> ▪ Improve public access to services 	<p>Yes - Consideration being given to a night time noise service through the Business Improvement Programme to provide intervention at the time when the problem exists. Use of Neighbourhood Helpline for all stray dog enquiries providing a first point of contact and 24 hour access to information and provision of acceptance points for stray dogs. Undertaking prevention and discouragement of underage sales of tobacco via vending machines as part of the Government initiative 'making tobacco history for our children'</p>	<p>Provision of a local regulatory service that reflects the aspirations of its local community and provides a prompt response to local concerns and issues such as anti-social behaviour. In effect, a 'global' organisation capable of working with and understanding local global issues</p>	<p>CIO1 CIO3</p>	<p>SP 4</p>

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KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
REGISTRARS Meeting the challenge of the New Registrars Service Governance arrangements	Develop and introduce new work process instructions that demonstrate good working practice and match 2008/09 Internal Audit Services review recommendations	Use of revised work process instructions to provide service delivery to customers that will ensure we will achieve the new national standard performance indicator targets for Registration Services and at least one Better Practice performance indicator in 2010/11	Monitor the success of revised process instructions and update where appropriate to ensure service delivery that will achieve national standard performance indicator targets and at least three Better Practice performance indicators in 2011/12	Statutory requirements are met and new service delivery arrangements are providing a more timely and customer friendly experience Local focus to service improvement	Q1 First Annual Stewardship Report submitted and accepted as a factual record of service delivery by the Registrar General	RSM
HOUSING SERVICE Contribute to Housing Market Assessment for the sub-region and the implementation of its findings	Target investment in the city based upon the region's Single Housing Investment Pot (SHIP3) capital allocations, as well as maximise funding from other relevant sources, e.g. English Partnerships etc.	Complete SHIP3 capital investment programme. Plan and develop business case for Sunderland's requirements contributing to development of sub-regional approach to housing/regeneration and for SHIP4 capital allocation based on city's Housing Strategy	Develop sub-regional housing requirements and secure Sunderland's SHIP4 capital allocation as part of Housing Strategy delivery to target investment in city	Target improvements in accommodation options for all residents in Sunderland by working with housing and planning partners in city and sub-region	Q4 Ensure that funding is available from SHIP3 investment to deliver specific housing improvement solutions in the city, e.g. housing renewal, supported accommodation for vulnerable people, home improvement	HSM
HOUSING SERVICE Improve housing conditions and liveability across the city, including continuing to intervene in areas showing symptoms of decline	With partners, progress current programme of Neighbourhood Renewal Assessments (NRAs) for Hendon, Area Action Plan for Eppleton and Masterplan for Castletown areas and align regeneration plans of partner agencies, e.g. Gentoo, including partnership delivery mechanisms	Implement and assist in delivery of relevant NRAs/Masterplans/Area Action Plans for Eppleton, Castletown, Hendon areas	Implement final phase of, and evaluate, delivery of Eppleton, Castletown and Hendon NRAs/Masterplan/area Action Plan with partners	Sustain communities in renewal areas. Address current, and prevent emerging, housing and deprivation inequalities across the city in most cost effective way with partners.	Q4 Progress renewal/regeneration programme and ensure key partner plans aligned with council	HOS

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>With partners and public, use findings from new evidence, e.g. Local Housing Market, to develop business cases with partners about potential future regeneration /renewal areas as part of city's Housing Strategy, and economic regeneration strategy, maximising funding opportunities</p> <p>Update and integrate private rented housing and empty property strategies into wider revisions of Housing Strategy and facilitate delivery of improvement objectives</p>	<p>Incorporate findings from business case analysis to develop further renewal /regeneration NRAs and masterplans, aligned with city and sub-regional economic regeneration and housing strategies</p> <p>Facilitate delivery of improvement objectives for private rented sector to better meet needs and preferences of residents and future residents, including enforcement, as part of Housing Strategy and work with partners to identify area-based solutions to minimise reasons for empty properties</p>	<p>As result of business cases, implement next phase of Masterplans/Area Action Plans in city and align regeneration plans of partner agencies, subject to consultation and available funding</p> <p>With partners, evaluate improvements in private rented housing sector and empty property management against objectives and plan improvements in longer-term Housing Strategy</p>	<p>Specifically, this is via the identification of regeneration and renewal areas to improve accommodation solutions and environment, particularly for most socially disadvantaged residents</p>	<p>Q4 Development of specific costed partnership business cases/options for future regeneration/renewal activity, and specify possible funding opportunities</p> <p>Q4 Integration of private rented housing and empty property strategies into development of longer-term Housing Strategy, including range of mechanisms to better manage both issues</p>	
<p>HOUSING SERVICE Investigate the potential for developing a Local Housing Company (LHC) and, if appropriate, implement in Sunderland</p>	<p>Work with partners, finalise strategy to promote affordable housing and integrate requirements of LHC into longer-term Housing Strategy and economic regeneration strategy for city</p>	<p>Work with housing and other partners to implement LHC to deliver significant proportion of affordable housing to develop new mixed communities in the city. Identify further brown-field sites for development with housing partners</p>	<p>With partners, evaluate impact of LHC to deliver affordable housing against objectives and plan improvements in longer-term Housing Strategy</p> <p>Development of flagship site in city, and begin development of further brown-field sites</p>	<p>If the LHC model is appropriate, improved range of new housing available more quickly and more affordable to residents and potential residents of the city, with brown-field sites returned to residential use thereby contributing to improving attractiveness of city</p>	<p>Q4 Delivery of LHC strategy, confirmation of its appropriateness to Sunderland and integration of strategy into development of longer-term Housing Strategy and economic regeneration of city and sub-region</p>	HoS

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Subject to consultation, work with identified partners to begin implementation of LHC in Sunderland, e.g. identify suitable brown-field sites for development for flagship site in city				Q4 Identification of housing partner(s) and proposed brown-field site for flagship development	
<u>HOUSING SERVICE</u> Develop longer-term housing strategy for city to match ambition in Sunderland Strategy vision for 2025 and development of sub-region's economic regeneration	Review existing Housing Strategy and integrate all existing elements of Council's Housing Service Strategy, e.g. Homelessness Strategy into new Housing Strategy, including area-based dimension With partners, develop longer-term Housing Strategy for 2025 aligned with housing and economic regeneration of city and sub-region and Sunderland Strategy	Finalise new longer-term Housing Strategy with partners and public and implement elements of Strategy outlined in Portfolio/ Service Plan	Implement appropriate elements of the Strategy Ensure that Housing Strategy contributes to development of next Local Area Agreement and area-based arrangements	Improve range and quality of accommodation in the city for residents and potential residents of the city, intervene to improve attractiveness of city and inclusivity amongst local communities and improve accommodation solutions to reflect city's diverse population	Q4 Development of draft longer-term Housing Strategy, integrating existing or emerging housing strategies and aligned with city's economic regeneration	HoS
<u>ENVIRONMENTAL HEALTH</u> Improve the standard of information provided to the public in respect of food premises in the city	Increase the number of premises which are compliant with legislation and food hygiene practices 'Scores on the Doors' project (a national public information service where customers can find the official local authority hygiene ratings for food businesses) to be implemented in	Increase the number of premises basically compliant with legislation and food hygiene regulations Implement as appropriate alternative strategies for low risk food premises inspections	Review success of alternative strategies for low risk food premises	100% of scheduled high risk hygiene inspections carried out - reduced danger to public safety. Increased knowledge in businesses 100% of scheduled low risk inspections carried out by inspection or contacted using alternative strategies	Q4 Software improvements made to extract the data easily to enable statistical reports. Quarterly reports generated Q4 Report on alternative strategies considered produced	AHES (EH& CP)

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Sunderland in accordance with the anticipated direction from the Food Standards Agency when available	Review and update the 'Scores on the Doors' database to ensure current and reliable information is available to customers	Ensure that the 'Scores on the Doors' database is updated to provide current data for 2011/12	Information openly available to the public re all premises in the City	Q4 Report produced within one month of FSA formal announcement	
	Review the process used for inputting information from informal letters / reports about food businesses onto the council website		Undertake a review and evaluation to measure the success of the scheme	Detailed information openly available to the public re all premises in the city. Fewer FOI enquiries requiring specific responses	Q4 System for inputting information in place and data inputted	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Health, Housing and Adult Services directorate has developed a Performance Management Strategy to ensure continuous improvement, based on a Balanced Scorecard approach. This balances customer outcomes against service delivery and resource management expectations, including whether services are cost effective and represent value for money.

The Homelessness service is ranked upper median for estimated cost in 2008/09 compared against metropolitan authorities and nearest neighbours, reflecting the key priority placed on the service, and additional investment in recent years. Estimated costs for Supporting People are also upper median reflecting the development of a wider range of accommodation and support options.

To improve its feedback from all of its customer base, rather than just those with successful outcomes, the Housing Options Team expanded the scope of a sample of all customers at risk of homelessness in 2008. This showed that 83% of respondents rated the service provided as good or excellent showing an improvement of 11% in customer satisfaction over the previous year.

Sunderland's costs in 2008/09 in relation to Environmental Health services and Licensing remain in the lower quartile compared with both nearest neighbours and other metropolitan authorities. Consumer Protection remains in lower median quartile compared with other metropolitan authorities and lower quartile compared with nearest neighbours. At the same time, these services are achieving well in relation to their performance indicators. All five BVPI's were achieved, including BVPI 166a and BVPI 166b (score against checklist of enforcement best practice for both Environmental Health and Trading Standards) where the target for 2007/08 was 100% and this was achieved for both areas.

The 2009/10 budget was set taking account of efficiency savings totalling £152,000 further details of which can be found within the relevant service plan sections of this Portfolio.

HOUSING AND PUBLIC HEALTH

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Health, Housing and Adults					
432	608,315	134,466	714,046	Home Improvement Agency	845,756
433	1,073,891	1,110,959	1,099,063	Housing Renewal	1,219,405
434	1,603,733	1,375,859	1,569,158	Housing Strategy/Advice and Homelessness	1,369,569
435	65,344	182,286	357,260	Supporting People	369,445
	<u>3,351,283</u>	<u>2,803,570</u>	<u>3,739,527</u>	Total Health, Housing and Adults	<u>3,804,175</u>
Community and Cultural Services					
440	613,400	644,015	621,359	Environmental Health	631,282
440	1,850	0	(4,579)	Environmental Health Support	0
441	683,951	682,623	657,925	Trading Standards and Consumer Advice	713,166
441	708,472	726,072	701,754	Commercial	739,638
442	253,071	220,016	255,970	Pest and Animal Control	216,756
445	(39,685)	(75,514)	(92,139)	Licensing	(112,217)
449	167,138	166,428	174,491	Registrars	227,810
	<u>2,388,197</u>	<u>2,363,640</u>	<u>2,314,781</u>	Total Community and Cultural Services	<u>2,416,435</u>
	<u>5,739,480</u>	<u>5,167,210</u>	<u>6,054,308</u>	TOTAL BUDGET	<u>6,220,610</u>
	146.3	152.6	153.3	Total No. of Staff	152.8

PLANS AND STRATEGIES

- Homelessness Strategy
- Housing Strategy 2006-2011
- Supporting People 5 year Strategy
- Community and Cultural Services Detailed Service Plan 2008/09
- Licensing Policy Statement, Gambling Policy Statement.

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide the strategic overview and delivery on all housing matters for the city with a view to improving the quality, choice and range of housing in all neighbourhoods and to ensure that future housing needs for the city can be met so that communities are prosperous, safe, strong, inclusive and sustainable. To achieve this aim, the service:

- Ensures the Strategic Housing function plays a key role in delivering social, economic and physical regeneration within the city
- Contributes to the continuous development of sustainable and appropriate advice and support to meet the diverse needs of the citizens of Sunderland and the region
- Forges strong and effective partnerships across the city, sub-region and region to enable the delivery of the council's housing priorities
- Ensures the development of a wide choice of quality homes, together with a high standard of decent housing, which is managed in a safe, secure and sustainable community and environment by ensuring compliance with legislation and licensing requirements, as well as helping to reduce the level of empty properties in the city
- Explores new avenues to introduce regulatory control in areas of low housing demand and high anti-social behaviour , e.g. by selective licensing schemes
- Helps the city provide a balanced housing market to meet demand from residents and potential residents
- Enables those in need of support to maintain their independence in their chosen home for the foreseeable future by supporting them throughout the repair, adaptation or improvement process
- Provides advice, guidance and support to help residents avoid homelessness and help find accommodation
- Provides support and accommodation to asylum seekers under dispersed Government contracts
- Delivers the council's statutory duties on housing standards and health protection
- Helps tackle anti-social behaviour across all housing tenures and particularly in the private housing sector.

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI 142	% of vulnerable people using/used Supporting People services supported to maintain independent living	99.2%	90%	98.8%	Yes	98%	98.5%
NI 141	% of vulnerable people who used Supporting People services that achieved independent living in a planned way	65.6%	70%	70%	Yes	70%	72%
ex-BV 64	Number of private sector vacant properties returned to occupation as a result of local authority action	193	160	215	Yes	369	352
ex-BV 213	Homelessness Prevention: The number of households per 1,000 households who considered themselves as homeless, who approached housing advice service, and for whom casework intervention resolved their situation	2.98	3.0	3.0	Yes	5.0	5.2
NI 156	Number of households living in temporary accommodation	13.5	-	16	-	15	14
NI 155	Number of affordable homes delivered (gross)	New National PI set	-	-	-	88	100

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PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	New National PI set	-	-	-	To be baselined in December 2008 as part of Fuel Poverty Survey	To be set after baseline position as part of Fuel Poverty Survey

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 2

Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including their own home

<u>Service Improvement</u>						
Work with partners to improve range of more permanent accommodation for vulnerable people to meet their preferences	Work with SP Service to implement models to support individuals, including those most socially disadvantaged to find appropriate 'move-on' accommodation	Evaluate models implemented to ensure their effectiveness and develop new approach within revised and integrated SP Strategy	Identify revised models to support individuals as part of delivery of integrated SP Strategy	Better support for individuals and families at risk of homelessness and promoting their independence	Q4 Develop appropriate temporary and 'move on' arrangements as part of SP Programme	HOM
	Improve consultation mechanisms with customers and embed these processes into commissioning intentions, including about wider outcomes for individuals (e.g. via SP Programme)	Integrate consultation mechanisms as part of the wider integration of SP Strategy and contract management arrangements within the council with partners	Embed analysis of integrated customer outcomes wider council outcome monitoring and review consultation mechanisms	Improved customer responsiveness having shaped services and support around customers needs, particularly socially disadvantaged individuals, having reduced their risk of homelessness.	Q4 Produce integrated consultation framework embedded in wider consultation strategies	
	With housing partners, plan and implement a Choice Based Lettings (CBL) scheme for the city by maximising available resources in the city/sub-region	Final phase of implementation of Scheme	With partners, review scheme effectiveness in meeting its objectives and customer outcomes and preferences	Assure the range and quality of housing available to residents of Sunderland, improved customer responsiveness across partners in city by improving access to social housing and making better use of citywide resources	Q2 Develop and implement CBL Scheme with partners	

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective : Ensure people are free from crime, disorder and substance misuse						
Service Improvements						
Reduce anti-social behaviour (ASB) in the Private Housing Sector	Progress local ASB agenda incorporating changes in national policy and implement monitoring arrangements for prolific ASB offenders Work with partners to develop and implement integrated procedures and processes based on best practise to tackle anti-social behaviour based on enforcement and support across partners	Progress ASB agenda and monitor arrangements for prolific ASB offenders, with twin track approach to enforcement and support for residents	Review progress and contribute to any changes in ASB agenda and wider family agenda, national and local policies to tackle enforcement and support issues	Reduce fear of crime and ASB amongst public and improved satisfaction with how the public sector deals with these complaints	Q4 Incorporation of revised changes in policy and implement arrangements into integrated operational practise	HRM
Assist in delivery of the Respect Agenda in the Registered Social Landlords (RSLs) and Private Rented sectors	Contribute to delivery of first phase of Respect Action Plan as appropriate, and support implementation of development of Family Intervention Projects with Third Sector to work with most problematic families	Review position and contribute where appropriate to implementation of remaining aspects of Respect Action Plan	Contribute to evaluation of commissioned Family Intervention Projects within Respect Action Plan and identify further areas for improvement	Development of sustainable communities and improved liveability in specific localities, to improve resident satisfaction with neighbourhoods (as measured via Place Survey) Reduced crime and anti-social behaviour and perceptions of ASB amongst communities and the promotion of Every Child Matters outcomes	Q4 Embed appropriate elements of Respect Agenda into Housing Service's work with RSLs and private rented sector landlords, including supporting council commissioning of Family Intervention Project.	

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Improve the choice of type, location and price of housing in Sunderland to meet 21 st century aspirations and demands						
Service Improvement Develop a revised longer-term Housing Strategy for Sunderland	Implement findings of LHMA and Private Sector Stock Survey subject to Comprehensive Spending Review 2007 (CSR07) outcomes and build on findings to develop longer-term Housing Strategy for city with partners.	Publish longer-term Housing Strategy for city with council and city partners, and, pending financial outcomes, identify strategies to take forward specific improvements to accommodation solutions and housing renewal areas with partners	Begin implementation of longer-term Housing Strategy embedded in wider city plans for regeneration and wider vision in Sunderland Strategy Plan next LHMA to reflect structural changes in the housing market and to inform future housing development in the city	Targeted improvement in accommodation options for all residents/potential residents by developing housing and planning opportunities with partners that are embedded into wider regeneration of city and vision of Sunderland Strategy Develop further intelligence about progress in delivering current Housing Strategy and informing future development	Q4 Initiate development of longer-term Housing Strategy with partners in council and in city Q4 Publication of Affordable Housing Strategy, together with action plan to progress Strategy	
	Publish and implement Affordable Housing Strategy with partners subject to partnership agreements with housing partners	Progress Affordable Housing Strategy with partners in the city, including agreeing the percentage of affordable housing on sites over a certain size. Embed Affordable Housing Strategy in longer-term Housing Strategy	Implement remaining elements of Affordable Housing Strategy with partners and review action plan	Improved accommodation options for all residents, particularly those economically disadvantaged, by ensuring the adequate supply of affordable housing in the city to help meet housing needs (as measured via National Indicator NI 154)	Q4 Develop a commitment with housing partners to implement the Strategy	HSM

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvements						
Improve Housing Management Arrangements within the Private Rented Sector	Implement appropriate models of enforcement action for management of Housing In Multiple Occupation (HIMOs) and monitor effectiveness of models to meet objectives, including identification of unlicensed HIMOs	Review strategy for management of unlicensed HIMOs and identify any further improvements to implemented models		Improved and assured quality of accommodation for city residents, including for those most socially disadvantaged (measured through Place Survey)	Q4 Production of revised enforcement model for HIMOs	HRM
	With partners, develop and implement Selective Licensing Scheme for private sector landlords in specific areas demonstrating decline in the housing market and high levels of anti-social behaviour	With partners, evaluate success of schemes to deliver outcomes for residents in these areas and identify further areas in city which could benefit from these schemes	If appropriate, develop strategy and implement roll out of Selective Licensing Scheme to other areas of city	Improved range and number of properties available for residents and potential residents of the city, by working with partners to encourage better governance in housing arrangements	Q4 Subject to confirmation from Government, implementation of Selective Licensing Scheme in housing renewal area in city	
Review the Private Landlord Accreditation Scheme	Review the Private Landlord Accreditation Scheme to incorporate the legislative changes as set out in the Housing Act 2004 and the recommendations in the Respect Action Plan 2006			Improved standards of housing and management in the private rented sector with a contribution to tackling anti-social behaviour perpetrated by private sector tenants. Contributes to sustainable communities	Q4 Integration of new requirements into Private Landlord Accreditation Scheme	

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust</p>						
<p>Service Improvements Update the Supporting People (SP) Strategy</p>	<p>Work with partners, to implement SP Service Review Programme. As result, complete implementation of current Supporting People Strategy. Plan new SP Strategy in light of SP Programme Review and integrate Strategy into wider Directorate, council and city requirements to improve supported accommodation</p>	<p>Work with partners to implement new SP Strategy and integrate city's wider commissioning and decommissioning intentions (and commissioning models) in relation to accommodation options for socially disadvantaged people, and the benefits that these will bring.</p>	<p>Full implementation of integrated SP Strategy and evaluation of its effectiveness against its outcomes</p>	<p>Improved ability to meet the needs of socially disadvantaged people to maintain their independent living and their wider life determinant outcomes (measured through National Indicators) and to improve value for money across the council and city</p>	<p>Q2 Complete SP Review Programme and implement findings into existing Programme, where appropriate, to deliver current SP Strategy Q4 Plan integrated SP Strategy to meet outcomes and actions identified.</p>	<p>SPM</p>
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Improve the choice of type, location and price of housing in Sunderland to meet 21st century aspirations and demands</p>						
<p>CORPORATE IMPROVEMENT PRIORITY 2 Objective: Enable everyone, regardless of the vulnerabilities they experience through age and/or disability, to be supported to live independently in accommodation of their choice, including their own home</p>						
<p>Service Improvement Develop range of accommodation solutions for vulnerable people</p>	<p>With partners, implement commissioning strategy for accommodation solutions for vulnerable people as part of integrated Housing Strategy and 3 Year Delivery Plan, including sub-development of a Delivery Programme</p>	<p>With partners, finalise delivery of key elements of Delivery Programme within 3 Year Delivery Plan and continue implementation across client groups, subject to available national and sub-regional funding opportunities</p>	<p>Complete full delivery of Delivery Programme subject to funding and review effectiveness of strategy and Programme and plan for next 3 Year Delivery Plan</p>	<p>Targeted improvements in accommodation options for most socially disadvantaged residents in Sunderland by working with housing partners in the city, and promoting the independence of vulnerable people whilst making the best use of available resources</p>	<p>Q3 Publication of Commissioning strategy for accommodation solutions for socially disadvantaged people, with a Delivery Programme to maximise funding opportunities</p>	<p>HSM</p>

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Continue to implement specific solutions for vulnerable people, e.g. Extra Care development, and maximise funding opportunities				Q4 Open 3 Extra Care sites, form of sheltered accommodation for older people with personal care needs, in Silksworth, Washington and Hetton	
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Improve the choice of type, location and price of housing in Sunderland to meet 21 st century aspirations and demands						
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Transform services through the Improvement Programme (BIP)						
<u>Service Improvement</u>						
Improve delivery of home improvement and adaptation solutions for residents in Sunderland through the Home Improvement Agency (HIA)	Produce and implement business plan for HIA which is responsive to CLG's 'Future HIA Model', making best use of available resources with housing, Third Sector and other partners, including: Handyperson and minor alterations services; Adaptations, via full implementation of Business Improvement (BIP) model to Improve Customer Journey for Adaptations Work on financial assistance arrangements for homeowners via roll out of Financial Assistance Policy to help customers meet decent home standards	Implement next phase of business plan for HIA to provide more joined up support across council and city Work on a sub-regional basis towards development of financial assistance arrangements, including development of regional scheme	Review delivery of home improvement and develop longer-term strategy for home improvement across the city with housing, Third Sector and other partners - a longer-term HIA plan, embedded in Housing Strategy and contributing to the Sunderland Strategy vision	Promote the independence and quality of life of vulnerable people, whilst delivering improved value for money and improving responsiveness to customers Promote choice for people, by for example, targeting support for those most socially disadvantaged, whilst making better use of available resources in relation to minor/major adaptations Improved accommodation for those most socially disadvantaged, i.e. proportion that meet decent homes standards	Q2 Commission Handyperson and minor alteration services; Q4 Fully implement BIP objectives for adaptation delivery, including delivering project objectives; Q2 Delivery and implementation of Financial Assistance Policy, with delivery of loans/targeted arrangements for customers	HIAM

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust</p> <p>CORPORATE IMPROVEMENT PRIORITY 8 Objective: Transform services through the Improvement Programme (BIP)</p>						
<p>Service Improvement Meet the needs of vulnerable people to reduce their risk of homelessness by delivering on the revised Homelessness Strategy</p>	<p>Commence implementation of Business Improvement Programme Project findings to improve processes to help prevent homelessness as part of the Project to prevent the risk of homelessness</p> <p>Develop a framework as part of Homelessness Strategy with partners to improve city's arrangements to prevent homelessness by providing advice and support more consistently as early as possible to individuals, including wider outcomes for individuals</p>	<p>Full implementation of revised business improvements as part of BIP, integrated into Council's Customer Service Strategy</p> <p>Implement framework across the city, targeting specific groups of individuals, including those most disadvantaged, including those in specific areas, care leavers, young people, ex-offenders and people with mental health problems</p>	<p>Review effectiveness of improved customer journey on delivering on BIP outcomes and objectives and identify further improvements</p> <p>Review effectiveness of homelessness strategies in delivering outcomes and objectives for those at risk or potentially at risk of homelessness and plan for next 3 Year Delivery Plan</p>	<p>Better and more pro-active support for individuals and families at risk or potentially at risk of homelessness, including those socially disadvantaged, by improving preventative options for customers, and make better use of resources across the city</p> <p>Integrate new arrivals in the city, and prevent homelessness for vulnerable groups</p>	<p>Q4 Progress against specific actions within improvement plan as a result of the findings of the BIP Project</p> <p>Q4 Progress against specific actions within the Homelessness Strategy and full integration of strategy with wider Directorate and Council strategic planning arrangements</p>	<p>HOM</p>
<p>CORPORATE IMPROVEMENT PRIORITY 7 Objective: Improving the approach to communications</p>						
<p>Service Improvement Development of a customer consultation framework within Supporting People Programme</p>	<p>Commission work to improve consultation mechanisms with customers to ensure that the SP Programme better meets its outcomes, including wider outcomes. Revise the SP Marketing Plan</p>	<p>Integrate the consultation findings as part of the wider integration of SP Strategy and contract management arrangements within the council with partners</p>	<p>Embed consultation findings about customer outcomes into SP and wider council contract management arrangements</p>	<p>Customers' views and outcomes will be used to shape future service delivery mechanisms.</p>	<p>Q4 Revised consultation toolkit aligned with wider outcomes as part of Directorate's 3 Year Delivery Plan/ Housing Strategy</p>	<p>SPM</p>

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Health, Housing and Adult Services directorate has developed a Performance Management Strategy to ensure continuous improvement, based on a Balanced Scorecard approach. This balances customer outcomes against service delivery and resource management expectations, including whether services are cost effective and represent value for money.

Planned expenditure per head of population on Housing Services is in the upper median compared to metropolitan authorities and nearest neighbours for 2008/09 (same position as previous year). Overall gross costs associated with the service have only increased by 1% between 2007/08 and 2008/09, which is below the rate of inflation.

Planned expenditure on Housing Services includes the Homelessness service which is ranked upper median with an estimated cost of £3.13 in 2008/09 compared against metropolitan authorities and nearest neighbours, reflecting the key priority placed on the service, and additional investment in recent years (same position as previous year). Estimated costs of £41.44 for Supporting People are also upper median reflecting the development of a wider range of accommodation and support options. This is the same position as 2007/08, however there has been a 3.1% reduction in gross costs between 2007/08 and 2008/09 as result of a major review of supporting people contracts by comparing unit costs and looking for value for money within these contracts.

Expenditure on Housing Services also includes Other Housing services which is ranked upper median compared to other authorities (which is the same as 2007/08), with an estimated cost of £8.36.

To improve its feedback from all of its customer base, rather than just those with successful outcomes, the Housing Options Team expanded the scope of a sample of all customers at risk of homelessness in 2008. This showed that 83% of respondents rated the service provided as good or excellent showing an improvement of 11% in customer satisfaction over the previous year.

The 2009/10 budget was set taking account of efficiency savings totalling £72,000, arising from:

- A review of general running costs (£18,000)
- Reviewing and redesigning the Housing Service (£54,000). This will be achieved by reviewing structures and streamlining business processes.

FINANCIAL

HOME IMPROVEMENT AGENCY

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
1	297,410	295,383	296,081	Employees	357,220
2	7,942	7,951	7,951	Transport	7,951
3	18,808	23,033	93,033	Supplies and Services	93,033
	<u>324,160</u>	<u>326,367</u>	<u>397,065</u>		<u>458,204</u>
				Less Income	
4	63,500	51,050	51,050	Client Contributions	51,050
5	248,972	249,910	249,910	Other Income	249,910
	<u>312,472</u>	<u>300,960</u>	<u>300,960</u>		<u>300,960</u>
	<u>11,688</u>	<u>25,407</u>	<u>96,105</u>	Delegated Budget	<u>157,244</u>
				Non-Delegated Items	
6	14,445	12,951	(6,038)	Employees - FRS17 pensions adjustment	(6,025)
7	50,135	64,897	71,819	Departmental Administration	107,521
8	11,098	31,211	31,211	Central Support Service Recharges	17,016
9	520,949	0	520,949	Asset charges	570,000
	<u>596,627</u>	<u>109,059</u>	<u>617,941</u>	Non-Delegated Budget	<u>688,512</u>
	<u>608,315</u>	<u>134,466</u>	<u>714,046</u>	TOTAL BUDGET	<u>845,756</u>
	9.4	9.3	9.3	Total No. of Staff	10.8

Responsible Budget Holders

Head of Housing
Home Improvement Agency Manager

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

HOUSING RENEWAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
1	905,491	1,038,635	1,020,248	Employees	935,378
2	10,541	0	137	Premises	140
3	11,505	22,221	22,221	Transport	18,721
4	283,345	69,337	61,174	Supplies and Services	165,212
	<u>1,210,882</u>	<u>1,130,193</u>	<u>1,103,780</u>		<u>1,119,451</u>
				Less Income	
5	375,899	316,498	192,572	Grant Income	67,616
6	170,182	121,929	121,929	Client Contributions	128,929
7	32,602	0	0	Other Income	4,000
	<u>578,683</u>	<u>438,427</u>	<u>314,501</u>		<u>200,545</u>
	<u>632,199</u>	<u>691,766</u>	<u>789,279</u>	Delegated Budget	<u>918,906</u>
				Non-Delegated Items	
8	36,956	45,927	(21,016)	Employees - FRS17 pensions adjustment	(19,219)
9	63,893	80,471	78,005	Departmental Administration	78,462
10	297,083	225,568	225,568	Central Support Service Recharges	241,256
11	43,760	67,227	27,227	Asset Charges- Deferred Charges	0
	<u>441,692</u>	<u>419,193</u>	<u>309,784</u>	Non-Delegated Budget	<u>300,499</u>
	<u>1,073,891</u>	<u>1,110,959</u>	<u>1,099,063</u>	TOTAL BUDGET	<u>1,219,405</u>
	31.7	36.4	35.8	Total No. of Staff	31.0

Responsible Budget Holders

Head of Housing
Housing Renewals Manager

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

HOUSING STRATEGY / ADVICE AND HOMELESSNESS

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	1,021,889	1,065,241	1,058,654	Employees	1,138,986
2	46,402	0	0	Premises	0
3	6,939	10,855	10,849	Transport	7,750
4	466,289	272,229	289,792	Supplies and Services	161,903
5	1,146,333	866,536	866,536	Third Party Payments	1,200,000
6	84,276	0	0	Delegated Surplus c/fwd	0
	<u>2,772,128</u>	<u>2,214,861</u>	<u>2,225,831</u>		<u>2,508,639</u>
				Less Income	
7	1,441,649	1,081,228	1,101,228	Grant Income	1,371,055
8	169,503	25,895	25,895	Other Income	25,895
9	5,000	0	0	Delegated Budget Surplus c/fwd	0
	<u>1,616,152</u>	<u>1,107,123</u>	<u>1,127,123</u>		<u>1,396,950</u>
	<u>1,155,976</u>	<u>1,107,738</u>	<u>1,098,708</u>	Delegated Budget	<u>1,111,689</u>
				Non-Delegated Items	
10	46,636	46,061	(21,391)	Employees - FRS17 pensions adjustment	(21,226)
11	75,580	92,410	90,099	Departmental Administration	110,556
12	66,420	129,650	129,650	Central Support Service Recharges	139,124
13	259,121	0	272,092	Asset Charges- Deferred Charges	29,426
	<u>447,757</u>	<u>268,121</u>	<u>470,450</u>	Non-Delegated Budget	<u>257,880</u>
	<u>1,603,733</u>	<u>1,375,859</u>	<u>1,569,158</u>	TOTAL BUDGET	<u>1,369,569</u>
	29.2	30.4	30.2	Total No. of Staff	33.0

Responsible Budget Holders

Head of Housing

Housing Strategy Manager

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

SUPPORTING PEOPLE

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	160,040	169,134	169,134	Employees	156,167
2	2,012	2,000	2,000	Transport	2,000
3	5,405,979	6,253,834	5,380,942	Supplies and Services	5,250,942
4	5,902,692	5,772,432	6,644,865	Third Party Payments	6,501,724
5	1,300,134	339,000	339,000	Delegated Budget Surplus c/fwd	0
	<u>12,770,857</u>	<u>12,536,400</u>	<u>12,535,941</u>		<u>11,910,833</u>
				Less Income	
6	11,502,879	11,443,400	11,263,297	Grants Income	11,263,297
7	50,000	0	0	Client Contributions	0
8	1,217,978	1,093,000	1,093,000	Delegated Budget b/fwd	480,859
	<u>12,770,857</u>	<u>12,536,400</u>	<u>12,356,297</u>		<u>11,744,156</u>
	<u>0</u>	<u>0</u>	<u>179,644</u>	Delegated Budget	<u>166,677</u>
				Non-Delegated Items	
9	7,616	7,368	(3,435)	Employees - FRS17 Pensions Adjustments	(3,721)
10	48,246	53,495	59,628	Departmental Administration	96,722
11	9,482	121,423	121,423	Central Support Service Recharges	109,767
	<u>65,344</u>	<u>182,286</u>	<u>177,616</u>	Non-Delegated Budget	<u>202,768</u>
	<u>65,344</u>	<u>182,286</u>	<u>357,260</u>	TOTAL BUDGET	<u>369,445</u>
	5.0	5.0	5.0	Total No. of Staff	5.0

Responsible Budget Holders

Head of Housing
Supporting People Manager

FURTHER INFORMATION

For further information about the service please see the Homelessness Strategy, Housing Strategy 2006-2011, Supporting People Five year Strategy or contact Alan Caddick, Head of Housing Service, Tel: (0191) 566 1711.

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH AND TRADING STANDARDS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide an enforcement and regulatory service for environmental control in order to protect and enhance residents' health. To achieve this aim, the service:

- Undertakes programmes of proactive risk based inspections and appropriate enforcement (Food Hygiene and Health and Safety)
- Responds to requests for service, advice and accident notifications within stipulated timescales
- Undertakes food and water sampling programmes to enable examination/analysis to be carried out
- Investigates food poisoning notifications
- Provides an educational programme on issues, including tobacco control, nutrition, Healthy City policies and sales of age restricted products
- Conducts a risk based inspection programme (Health and Safety) together with investigation of accident and incident notifications
- Advises on asbestos problems and enforces related asbestos legislation
- Registers and licences premises in connection with animal welfare - pet shops and boarding establishments
- Registers scrap metal operations, skin piercing activities and cooling towers
- Ensures that air quality in Sunderland complies with the Standards and Objectives for Local Air Quality Management
- Ensures that the requirements of Local Pollution Control and Integrated Pollution Prevention and Control legislation are met
- Ensures that residents are free from statutory nuisances such as noise, smoke and odour
- Ensures that potentially contaminated land is identified and remediated where necessary to ensure that it is suitable for use
- Investigates and carries out treatments for public health significant pests free of charge, including rats, mice, cockroaches and bed bugs and provides treatments for other pests, at a charge, including fleas, bees, wasps and insects
- Proactively aims to reduce the number of nuisance birds using the City Centre as a nesting site
- Collects stray dogs and proactively promotes responsible dog ownership
- Undertakes a programme of risk assessed inspections in relation to trading standards
- Inspects premises and enforces animal health legislation to ensure high standards of health and welfare
- Undertakes contingency planning for outbreaks of animal diseases
- Investigates areas of trade that prompt concern and publicises the results where appropriate
- Responds to all requests for service within stipulated timescales and investigates alleged offences where appropriate
- Provides advice to businesses on request or where necessary.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 166a	Score against checklist of enforcement best practice (Environmental Health)	100%	100%	100%	Yes	n/a	n/a
BVPI 166b	Score against checklist of enforcement best practice (Trading Standards)	100%	100%	100%	Yes	n/a	n/a
BVPI 216a	Number of sites of potential concern in respect of land contamination	230	224	222.86	Yes	n/a	n/a
BVPI 216b	Number of sites which have information available so as to decide whether remediation is necessary as % of all sites of concern	3%	3%	3%	Yes	n/a	n/a
BVPI 217	Percentage of pollution control improvements to existing installations completed on time	100%	90%	96%	Yes	n/a	n/a
OP1	% of requests for service responded to within 3 working days	96%	100%	98.17%	No - Continued improvement - working towards absolute goal	100%	100%

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH AND TRADING STANDARDS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP2	Number of air quality updates on website	365	365	366	Yes	365	365
OP3	% of vehicles tested at 6 monthly intervals	100%	100%	100%	Yes	100%	100%
NI182	Satisfaction of businesses with local authority regulatory services	n/a	n/a	n/a	New national indicator	Establish baseline	Awaiting baseline
NI183	Impact of local authority regulatory services on the fair trading environment	n/a	n/a	n/a	New national indicator	Establish baseline	Awaiting baseline
NI184	Food establishments in the area which are broadly compliant with food hygiene law	n/a	n/a	n/a	New national indicator	No. of premises inspected which have improved to become broadly compliant % of all premises in the city broadly compliant Establish baseline	Awaiting baseline
NI190	Achievement in meeting standards for the control system for animal health	n/a	n/a	n/a	New national Indicator	n/a	Establish baseline

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Enable people to enjoy an excellent sense of health and emotional well being						
<p>Service Improvement Animal Health controlling disease outbreaks</p> <p>Corporate Risk Profile 26 Resilience to Major Incidents</p> <p>Risk The council and partners are unable to respond to a major incident</p> <p>Recommended Action Plans to be tested</p>	Review service readiness for responses to Animal Health - outbreaks of disease	Review findings implemented	Project complete	Ensure preparedness for animal health outbreaks	Q4 Updated plans completed	AHES (EH&CP)

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH AND TRADING STANDARDS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Improving standards of and public information re: food premises</p>	Increase the number of premises which are compliant with legislation and food hygiene practices	Increase the number of premises basically compliant with legislation and food hygiene regulations		100% of scheduled high risk hygiene inspections carried out - reduced danger to public safety. Increased knowledge in businesses	Q4 Software improvements made to extract the data easily to enable statistical reports. Quarterly reports generated	AHES (EH&CP)
<p>Corporate Risk Profile 2 Improvement Agenda</p>	<p>'Scores on the Doors' project (a national public information service where customers can find the official local authority hygiene ratings for food businesses) to be implemented in Sunderland in accordance with the anticipated direction from the Food Standards Agency when available</p> <p>Review the process used for inputting information from informal letters / reports about food businesses onto the council website</p>	<p>Implement as appropriate alternative strategies for low risk food premises inspections</p> <p>Review and update the 'Scores on the Doors' database to ensure current and reliable information is available to customers</p>	<p>Review success of alternative strategies for low risk food premises</p> <p>Ensure that the 'Scores on the Doors' database is updated to provide current data for 2011/12</p> <p>Undertake a review and evaluation to measure the success of the scheme</p>	<p>100% of scheduled low risk inspections carried out by inspection or contacted using alternative strategies</p> <p>Information openly available to the public re all premises in the city</p> <p>Fewer FOI enquiries requiring specific responses</p>	<p>Q4 Report on alternative strategies considered produced</p> <p>Q4 Report produced within one month of FSA formal announcement</p> <p>Q4 System for inputting information in place and data inputted</p>	
<p>Service Improvement Improve Air Quality Awareness in Tyne and Wear</p> <p>Corporate Risk Profile 2 Improvement Agenda</p>	Development and initiation of an Air Quality Awareness Campaign	Consider the implementation of a web site and award scheme	Evaluate improved awareness	Improved public awareness of air quality issues	Q1 - Q4 Engage with authorities in Tyne and Wear to create brand, logo and name	AHES (EH&CP)

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service is participating in the council's Business Improvement Programme with an Environmental Health project to streamline processes, release capacity and increase productivity and accessibility in order to improve service delivery and user satisfaction for a range of services. Successful delivery of the project will realise benefits that include contributing to a reduction in fear of crime and anti-social behaviour, increased service capacity from a reduction in administration and improved productivity, more efficient processes and productivity gains from new ways of working and opportunities for improvements in staff satisfaction and motivation including retention, training and development and improved sickness absence performance. Improvements identified by staff have been incorporated into the 'To-be' processes, which has resulted in improved staff satisfaction and a commitment to service improvement.

Sunderland is 3rd lowest for its estimated costs in 2008/09 in respect of Environmental Health when compared against 36 other Metropolitan Authorities and 2nd lowest against 16 other nearest neighbour authorities, which is lower quartile. This comparatively low cost has been achieved against a backdrop of the service performing well against performance indicators.

Sunderland is 11th lowest for its estimated costs in 2008/09 in respect of Consumer Protection when compared against 36 other Metropolitan Authorities, which represents lower median quartile and 4th lowest against 16 other nearest neighbour authorities, which is lower quartile.

BVPI 166a (score against a checklist of environmental health best practice) and BVPI 166b (score against a checklist of best practice for Trading Standards) were both 100% in 2007/08. Performance is top quartile when compared to All England and Metropolitan Authorities. Both indicators are upper threshold in the CPA Environment Block.

BVPI 217 (pollution control improvements to existing installations completed in time) had a target for 2007/08 of 90% which was exceeded at 96%. This performance is top quartile when compared to All England and Metropolitan Authorities.

Performance was upper threshold in the CPA Environment Block for 2007/08 for the following CPA indicators;

- E30 (consumer satisfaction with trading standards service)
- E31 (business satisfaction with trading standards service)
- E32 (the number of trading standards visits to high risk premises)
- E33 (trading standards levels of business compliance, high, medium and low risk premises).

The 2009/10 budget was set taking account efficiency savings totalling £71,000, arising from

- A review of staffing arrangements (£43,000)
- A review of working arrangements and business processes (£20,000)
- Maximisation of income earning opportunities (£5,000)
- General back office administrative efficiencies (£3,000).

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

FINANCIAL

ENVIRONMENTAL HEALTH

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	422,426	381,092	398,249	Employees	388,479
2	3,767	4,167	4,167	Transport	4,167
3	90,607	19,647	19,624	Supplies and Services	20,200
4	39,729	0	0	Delegated Budget c/fwd	0
	<u>556,529</u>	<u>404,906</u>	<u>422,040</u>		<u>412,846</u>
5	234,026	70,969	87,054	Less Income	71,109
	<u>322,503</u>	<u>333,937</u>	<u>334,986</u>	Delegated Budget	<u>341,737</u>
				Non-Delegated Items	
6	15,069	16,168	(7,537)	Employees - FRS17 Pensions Adjustment	(6,394)
7	150,987	177,648	177,648	Central Support Service Recharges	183,446
8	111,841	103,262	103,262	Departmental Administration	99,493
9	13,000	13,000	13,000	Asset Charges	13,000
	<u>290,897</u>	<u>310,078</u>	<u>286,373</u>	Non-Delegated Budget	<u>289,545</u>
	<u>613,400</u>	<u>644,015</u>	<u>621,359</u>	TOTAL BUDGET	<u>631,282</u>
	10.0	11.0	11.0	Total No. of Staff	11.0

Responsible Budget Holder
Assistant Head of Environmental Services

ENVIRONMENTAL HEALTH SUPPORT

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	362,669	360,108	361,277	Employees	344,810
2	6,585	5,842	5,842	Transport	5,842
3	13,620	23,978	18,230	Supplies and Services	16,955
4	49,263	0	0	Delegated Budget c/fwd	0
	<u>432,137</u>	<u>389,928</u>	<u>385,349</u>	Delegated Budget	<u>367,607</u>
				Non-Delegated Items	
5	109,151	106,584	106,584	Central Support Service Recharges	110,238
6	14,527	14,963	14,963	Departmental Administration	14,963
	<u>123,678</u>	<u>121,547</u>	<u>121,547</u>		<u>125,201</u>
7	553,965	511,475	511,475	Less Income	492,808
	<u>(430,287)</u>	<u>(389,928)</u>	<u>(389,928)</u>	Non-Delegated Budget	<u>(367,607)</u>
	<u>1,850</u>	<u>0</u>	<u>(4,579)</u>	TOTAL BUDGET	<u>0</u>
	13.5	13.5	13.5	Total No. of Staff	12.5

Responsible Budget Holder
Assistant Head of Environmental Services

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

TRADING STANDARDS AND CONSUMER ADVICE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	390,731	409,018	409,798	Employees	443,831
2	10,471	10,261	10,261	Transport	10,261
3	23,453	9,530	9,147	Supplies and Services	9,096
4	58,884	62,201	62,201	Third Party Payments	63,445
5	17,230	0	0	Delegated Budget c/fwd	
	<u>500,769</u>	<u>491,010</u>	<u>491,407</u>		<u>526,633</u>
6	29,972	13,003	13,003	Less Income	13,018
	<u>470,797</u>	<u>478,007</u>	<u>478,404</u>	Delegated Budget	<u>513,615</u>
				Non-Delegated Items	
7	18,438	17,116	(7,979)	Employees - FRS17 Pensions Adjustment	(8,355)
8	116,453	115,240	115,240	Central Support Service Recharges	138,283
9	78,263	72,260	72,260	Departmental Administration	69,623
	<u>213,154</u>	<u>204,616</u>	<u>179,521</u>	Non-Delegated Budget	<u>199,551</u>
	<u>683,951</u>	<u>682,623</u>	<u>657,925</u>	TOTAL BUDGET	<u>713,166</u>
	13.0	13.0	13.0	Total No. of Staff	13.0

Responsible Budget Holder

Assistant Head of Environmental Services

COMMERCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	367,021	426,630	428,669	Employees	453,957
2	6,759	0	0	Premises	0
3	7,692	7,145	7,145	Transport	6,908
4	21,357	24,208	24,154	Supplies and Services	31,436
5	38,107	0	0	Delegated Budget c/fwd	0
	<u>440,936</u>	<u>457,983</u>	<u>459,968</u>		<u>492,301</u>
6	13,489	5,471	5,471	Less Income	5,471
	<u>427,447</u>	<u>452,512</u>	<u>454,497</u>	Delegated Budget	<u>486,830</u>
				Non-Delegated Items	
7	16,073	17,940	(8,363)	Employees - FRS17 Pensions Adjustment	(8,380)
8	98,928	102,330	102,330	Central Support Service Recharges	113,492
9	166,024	153,290	153,290	Departmental Administration	147,696
	<u>281,025</u>	<u>273,560</u>	<u>247,257</u>	Non-Delegated Budget	<u>252,808</u>
	<u>708,472</u>	<u>726,072</u>	<u>701,754</u>	TOTAL BUDGET	<u>739,638</u>
	9.5	10.0	10.0	Total No. of Staff	11.0

Responsible Budget Holder

Assistant Head of Environmental Services

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

PEST AND ANIMAL CONTROL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	208,276	173,407	197,023	Employees	175,144
2	46,831	37,320	39,124	Transport	39,124
3	27,904	30,216	51,120	Supplies and Services	50,741
	<u>283,011</u>	<u>240,943</u>	<u>287,267</u>		<u>265,009</u>
				Less Income	
4	18,334	116,258	116,258	Income	121,258
5	121,615	0	0	Delegated Budget c/fwd	0
	<u>139,949</u>	<u>116,258</u>	<u>116,258</u>		<u>121,258</u>
	<u>143,062</u>	<u>124,685</u>	<u>171,009</u>	Delegated Budget	<u>143,751</u>
				Non-Delegated Items	
6	8,735	6,800	(3,570)	Employees - FRS17 Pensions Adjustment	(3,537)
7	25,526	18,593	18,593	Central Support Service Recharges	9,156
8	75,748	69,938	69,938	Departmental Administration	67,386
	<u>110,009</u>	<u>95,331</u>	<u>84,961</u>	Non-Delegated Budget	<u>73,005</u>
	<u>253,071</u>	<u>220,016</u>	<u>255,970</u>	TOTAL BUDGET	<u>216,756</u>
	8.0	7.0	8.0	Total No. of Staff	7.0

Responsible Budget Holder

Assistant Head of Environmental Services

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

HOUSING AND PUBLIC HEALTH

LICENSING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the protection of public safety via the licensing function. To achieve this aim, the service:

- Licenses Hackney Carriage and Private Hire vehicles, drivers and operators
- Licenses premises used for the sale of alcohol, public entertainment and late night refreshment
- Administers miscellaneous licensing and registrations incorporated in Environmental Health and other Legislation
- Licenses premises used for gambling.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP 1	% of vehicles tested at 6 monthly intervals	100%	100%	100%	Yes	100%	100%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: Ensure people are free from crime, disorder and substance misuse						
<p>Service Improvement Participation in a Best Bar None scheme</p> <p>Corporate Risk Profile 29 Safer City</p> <p>Risk Not effectively managing crime and disorder</p> <p>Recommended Action Develop and agree S17 policy</p>	<p>Licensing Act: Conduct assessments as part of the Best Bar None competition that is backed by the Home Office and which aims to promote responsible management of licensed premises and to give recognition to good practice in the sector</p> <p>Best Bar None aims to reward licensees who provide good management, a safe and enjoyable environment for customers, discourage binge drinking and prevent alcohol-related crime. It encourages licensees to act responsibly and take pride in their premises and surroundings and, in doing so, put something back into the city and their local community</p>	<p>Conduct a review of the success of the 2009/10 Best Bar None scheme with a view to identifying improvements to be implemented in 2011/12</p>	<p>Implement any improvements to the Best Bar None scheme identified in the review co-ordinated in 2010/11</p>	<p>Licensed premises encouraged to ensure that their premises are in accordance with legal requirements of licensing legislation</p> <p>Ensuring our city is a safe and enjoyable place to enjoy a night out that is vital to economic growth and sustainability</p>	<p>Q4 Completion of assessments of competition entrants</p>	<p>TS & LM</p>

HOUSING AND PUBLIC HEALTH

LICENSING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 3 Objective: Support people to be active citizens and free from involvement in crime, disorder and substance misuse						
Service Improvement Review of the council's policy on street trading in the City Centre Corporate Risk Profile 29 Safer City Risk Not effectively managing crime and disorder Recommended Action Develop and agree S17 policy	Other related licensing activities such as street trading and street charitable collections: Review of the council's policy on street trading in the City Centre in order to protect the public and promote vibrant trading environments	Complete and implement findings of the 2009/10 review of the street trading and charitable collection policy Undertake enforcement activity in line with any new policy developed as a result of the review		Street traders in compliance with legislation and policy which leads to improved trading environments	Q4 Undertake consultation exercise in relation to review of street trading and charitable collection policy	TS & LM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service is participating in the council's Business Improvement Programme. This includes an Environmental Health project to streamline processes, release capacity, increase productivity and accessibility. This will improve service delivery and user satisfaction for a range of services that encompass Licensing, Pest Control and Noise Control. Successful delivery of the project will realise benefits that include contributing to a reduction in fear of crime and anti-social behaviour, improved capacity to ensure compliance with the conditions of licensing agreements, increased service capacity from a reduction in administration and improved productivity. Improvements identified by staff have been incorporated into the 'To-be' processes, which has resulted in improved staff satisfaction and a commitment to service improvement.

Sunderland is lower quartile for its estimated costs in 2008/09, for Licensing when compared against both Metropolitan Authorities (9th of 36) and nearest neighbours (3rd of 16). This represents a significant achievement, with the service performing at 100% in relation to the number of vehicles inspected to verify road safety.

The 2009/10 budget was set taking account of efficiency savings of £1,000 from general back office administrative efficiencies.

HOUSING AND PUBLIC HEALTH

LICENSING

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	252,895	251,581	252,966	Employees	275,581
2	54,462	47,746	47,746	Transport	47,746
3	74,368	26,409	24,395	Supplies and Services	23,006
4	20,628	4,967	4,967	Agency and Contracted Services	5,066
5	115,290	0	0	Delegated Budget c/fwd	0
	<u>517,643</u>	<u>330,703</u>	<u>330,074</u>		<u>351,399</u>
				Less Income	
6	735,759	555,954	555,954	Income	573,454
7	4,937	0	0	Delegated Budget b/fwd	0
	<u>740,696</u>	<u>555,954</u>	<u>555,954</u>		<u>573,454</u>
	<u>(223,053)</u>	<u>(225,251)</u>	<u>(225,880)</u>	Delegated Budget	<u>(222,055)</u>
				Non-Delegated Items	
8	11,925	10,910	(5,086)	Employees - FRS17 Pensions Adjustment	(5,242)
9	121,309	92,538	92,538	Central Support Service Recharges	70,481
10	50,134	46,289	46,289	Departmental Admin	44,599
	<u>183,368</u>	<u>149,737</u>	<u>133,741</u>	Non-Delegated Budget	<u>109,838</u>
	<u>(39,685)</u>	<u>(75,514)</u>	<u>(92,139)</u>	TOTAL BUDGET	<u>(112,217)</u>
	10.0	10.0	10.0	Total No. of Staff	10.0

Responsible Budget Holder

Assistant Head of Environmental Services

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

HOUSING AND PUBLIC HEALTH

REGISTRARS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver a Registration Service within Sunderland in accordance with statute, the Sunderland Registration Service (Service Delivery Plan) and any instructions laid down by the General Register Office (GRO). To achieve this aim, the service:

- Registers every birth, still-birth, death, civil marriage and civil partnership in Sunderland
- Attends nominated outstations to provide a registration service by appointment
- Provides a Registrar of Marriages at any church without its own authorised person
- Arranges reaffirmation ceremonies upon request
- Provides Citizenship Ceremonies on a monthly basis and non-standard ceremonies whenever requested
- Arranges naming ceremonies upon request
- Provides certified copy certificates for births, deaths, marriages and civil partnerships registered in Sunderland
- Is working under new governance arrangements agreed with the Registrar General that are in keeping with the Government's wider reform agenda, which modernises civil registration and enables the delivery of a local registration service.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
GPG 3.1	Customer Satisfaction	n/a	n/a	n/a	New Indicator	85% or more of customers satisfied	85% or more of customers satisfied
GPG 4.2	Birth registration	n/a	n/a	n/a	New Indicator	98% registered within 42 days of the event	98% registered within 42 days of the event
GPG 5.2	Still-birth registration	n/a	n/a	n/a	New Indicator	98% registered within 42 days of the event	98% registered within 42 days of the event
GPG 6.2	Death registration	n/a	n/a	n/a	New Indicator	98% of deaths (excluding inquests) registered within 5 working days of the death	98% of deaths (excluding inquests) registered within 5 working days of the death
GPG 7.1	Availability of notice taking for marriage or civil partnership	n/a	n/a	n/a	New Indicator	100% of all marriage and civil partnership notices to be taken in sufficient time to allow the event to take place as planned (subject to legal constraints)	100% of all marriage and civil partnership notices to be taken in sufficient time to allow the event to take place as planned (subject to legal constraints)

HOUSING AND PUBLIC HEALTH

REGISTRARS

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 6						
Objective: Enhance Customer Services						
<p><u>Service Improvement</u> Enhance customer service through implementation of a revised Registrars structure</p>	<p>Meet the challenge of the New Governance arrangements: Develop and introduce new work process instructions that demonstrate good working practice and match 2008/09 Internal Audit Services review recommendations</p>	<p>Use of revised work process instructions to provide service delivery to customers that will ensure we will achieve the new national standard performance indicator targets for Registration Services and at least one Better Practice performance indicator in 2010/11</p>	<p>Monitor the success of revised process instructions and update where appropriate to ensure service delivery that will achieve national standard performance indicator targets and at least three Better Practice performance indicators in 2011/12</p>	<p>Statutory requirements are met and new service delivery arrangements are providing a more timely and customer friendly experience</p> <p>Local focus to service improvement</p>	<p>Q1 First Annual Stewardship Report submitted and accepted as a factual record of service delivery by the Registrar General</p>	RSM
<p><u>Service Improvement</u> Enhance customer service by improving access to the Civic Centre Register Office</p> <p><u>Corporate Risk Profile 10</u> Inclusive Communities</p> <p><u>Risk</u> Failure to achieve Community Cohesion</p> <p><u>Recommended Action</u> Citizens' sense of belonging</p>	<p>Structural alterations completed and improved customer access to service available</p>	<p>Project complete with improved customer access to the service</p> <p>Revised INRA's in place to reflect reduced areas of risk</p>	<p>Increased customer satisfaction as result of improvement in facilities to be evidenced by customer feedback and use of satisfaction surveys</p>	<p>Visitor access to the premises / service without physical barriers</p>	<p>Q1 Commencement of works on site to provide new facilities</p> <p>Q2 Improved facilities operational</p>	RSM

HOUSING AND PUBLIC HEALTH

REGISTRARS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Enhance customer service by ensuring that registration facilities in the city are appropriate to meet customer requirements</p> <p>Corporate Risk Profile 10 Inclusive Communities</p> <p>Risk Failure to achieve Community Cohesion</p> <p>Recommended Action Citizens' sense of belonging</p>	Implementation of review findings and monitoring of established outstation facilities throughout 2009/10 for birth and death registration	Monitor customer feedback and take up of appointments during 2010/11 at the newly established outstation facilities for birth and death registration to ensure customer aspiration is met	Undertake customer satisfaction surveys throughout 2011/12 to inform service delivery and ensure that the outstation facilities continue to meet the needs of their local community	Successful operation of new service delivery facilities to provide registration services in local communities	Q2 Sunderland Royal Hospital management team engaged and committed to the provision of an additional outstation facility for registering births	RSM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Registration Service launched a Nationality Checking Service in Quarter 4 2008/09. The nationality checking service is provided by local authorities and allows them to accept and forward applications for British citizenship to the UK Border Agency. This service ensures that an applicant's form is correctly completed, and all relevant documents are copied before being returned to the applicant. The process ensures that an application is validly submitted and that the unwaivable requirements for citizenship are met. However, local authorities do not give nationality advice. The service has been very popular since its introduction in 2005 as there are a number of advantages including an average of only 2% of applications made this way being unsuccessful compared to 10% for other means of application and it allows applicants to retain possession of original documents like passports.

Voluntary benchmarking is undertaken between councils in the North East. This shows

- Sunderland has a net registration cost of 55p in 2007/08 per head of population, the lowest out of 10 registration districts in the area, compared to 57p in 2006/07, (ranked third 2006/07)
- The net cost of service per assessed hour is £12.53 per hour, the second lowest of the 10 districts (same position as 2006/07)
- The percentage of expenditure met by income was 64.66% for 2007/08, compared with 63.86% in 2006/07 ranking as the fourth highest of the 10 districts (fifth in 2006/07) and second highest of the Tyne and Wear districts (second 2006/07).

The 2009/10 budget was set taking account of efficiency savings of £8,000 from the maximisation of income earning opportunities.

HOUSING AND PUBLIC HEALTH

REGISTRARS

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	301,654	290,489	312,034	Employees	357,102
2	1,577	750	749	Premises	764
3	5,012	4,066	4,066	Transport	3,466
4	24,720	16,211	19,235	Supplies and Services	15,352
5	1,000	0	0	Delegated Budget c/fwd	0
	<u>333,963</u>	<u>311,516</u>	<u>336,084</u>		<u>376,684</u>
				Less Income	
6	283,513	270,366	270,366	Income	279,574
7	14,000	0	0	Delegated Budget b/fwd	0
	<u>297,513</u>	<u>270,366</u>	<u>270,366</u>		<u>279,574</u>
	<u>36,450</u>	<u>41,150</u>	<u>65,718</u>	Delegated Budget	<u>97,110</u>
				Non-Delegated Items	
8	11,475	11,227	(5,278)	Employees - FRS17 Pensions Adjustment	(5,977)
9	113,508	107,501	107,501	Central Support Service Recharges	131,898
10	5,705	6,550	6,550	Departmental Admin	4,779
	<u>130,688</u>	<u>125,278</u>	<u>108,773</u>	Non-Delegated Budget	<u>130,700</u>
	<u>167,138</u>	<u>166,428</u>	<u>174,491</u>	TOTAL BUDGET	<u>227,810</u>
	7.0	7.0	7.5	Total No. of Staff	8.5

Responsible Budget Holder
Registration Services Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Martin Lancaster, Support Services Co-ordinator Tel: (0191) 561 7931.

NEIGHBOURHOOD AND STREET SERVICES

ROLES AND RESPONSIBILITIES

The Neighbourhood and Street Services Portfolio delivers a diverse range of front-line services that have an impact on the lives of those that work, visit and live in Sunderland. The main roles and responsibilities associated with the Portfolio are:

- Provision of refuse collection services to all households within the city, and trade waste customers who request a collection service
- Providing a regular Kerbside green waste collection service
- Providing a regular Kerbside waste collection service for paper, cardboard (grey and white), glass and cans
- Ensuring that the highways of the city are cleaned and maintained to an acceptable level
- Providing grounds maintenance services in parks and council establishments
- The effective provision of clean, well-maintained and operable public conveniences
- Managing the arrangements and cost of disposal of waste arising from the council's refuse collection service and other cleansing activities, providing a support function to the operational units and depots for use as an operational base
- Provision of fleet management services across the council
- Discharging statutory duties as a burial and cremation authority by providing burial and cremation facilities as well as undertaking memorial inspections
- Ensuring safety and serviceability for users of the council's highways and building facilities
- Facilitating a network of local centres through which the council and its partners provide services
- Provision of high quality nutritionally balanced meals across the community and in schools
- Providing a high quality catering service to civic buildings, events and the community
- Delivery of a responsive internal building cleaning service to a range of schools and civic buildings
- Provision of a Coroner's Service to hold inquests into deaths within the City of Sunderland, as required by law
- Budgetary provision for back-up facilities for the emergency alarm centre
- Providing specialist support in areas of project management, strategic planning, performance management, service improvement, service transformation and policy development to the Community and Cultural Services (CCS) directorate
- Underpinning the front-line activities of the directorate by providing specialist expertise in the area of Human Resources, Financial Management, Directorate Support and Asset Management.

PORTFOLIO CONTEXT

Statutory Context

The Local Government White Paper 2006 'Stronger and Prosperous Communities' and the **Local Government and Public Involvement in Health Act 2007** seek to introduce a range of devolutionary and deregulatory measures that include giving local people more influence over the services and decisions that affect their communities; provides for effective and accountable strategic leadership; operates in a performance framework - for local authorities working alone or in partnership - which supports citizen empowerment and secures better outcomes for all; and leads local partnerships to provide better services for citizens. Given the customer focused nature of services in the Portfolio these objectives will impact on the way in which they deliver their services (including with partners) in the future.

The Community Empowerment White Paper 2008 details plans to transfer power from official and political decision makers to active citizens, in a move towards more 'vibrant, participative local democracy'. The White Paper looks from the view-point of citizens in relation to

- Being active in the community
- Having access to information about services and getting involved in helping to shape services
- Boosting routes for influence, challenge and redress
- Standing for Public Office
- Ownership and control of services.

The White Paper states that "the role of the State is to set national priorities and minimum standards, while providing support and a fair distribution of resources". By implication this means that Government wants society, outside of the State, to become alive to the opportunities to engage, participate, make decisions and organise itself to meet the growing needs and demands of communities and individuals. Given the front-line nature of the services in the Portfolio further development of these proposals will greatly impact on the future planning of service provision.

In 2006 the **Varney Report - Service transformation: A better service for citizens and businesses, a better deal for the taxpayer** identified major opportunities to strengthen public service delivery to make it more accessible, convenient and efficient. This impacts on the work of the Portfolio as there are more opportunities to deliver better public services through joining up service provision across the public sector and by engaging more directly with users in the design and delivery of services.

NEIGHBOURHOOD AND STREET SERVICES

The Clean Neighbourhood and Environment Act 2005 introduced new powers and imposed increased responsibilities that have a far-reaching effect on the environmental agenda. It impacts on almost every aspect of environmental practice including abandoned and nuisance vehicles, fixed penalty notices, litter, fly-tipping, noise, dog fouling, graffiti and fly-posting, abandoned shopping trolleys etc.

The Waste Emissions Trading Act 2003 and the **Landfill Allowance Trading Scheme** impose progressively tighter restrictions on the amount of biodegradable municipal waste that can be land filled by waste disposal authorities.

The Department for Environment, Food and Rural Affairs (Defra) requires that by December 2012 the flue gases from at least 50% of cremations carried out in UK crematoria are 'scrubbed' to eliminate the emission of mercury compounds to the atmosphere. Investigations into the type of equipment required to comply with the regulations have been completed; a procurement specification is being developed in 2008/09 with a view to undertaking a procurement exercise in 2009/10 and installing mercury filtration equipment at Sunderland crematorium in 2010/11.

The National Performance Framework for Local Government and Local Authority Partnerships came into effect from April 2008. The suite of new National Performance Indicators replaces the Best Value Performance Indicator and Performance Assessment Framework Indicators. Local Environmental Strategy and Facilities Management are the lead services for six of these new national indicators. These are NI 52: Take up of School Lunches, NI 191: Residual household waste per head, NI 192: Household Waste Recycled and composted, NI 193: Municipal waste landfilled NI 195: Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) and NI 196: Improved street and environmental cleanliness (levels of fly tipping)

The Sunderland Partnership **Local Area Agreement 2008-2011** includes two of the National Indicators for which the Portfolio has lead responsibility. These are NI 192: Household Waste Recycled and Composted and NI 195: Improved Street and Environmental Cleanliness. Local Environmental Strategy and Street Scene will be working towards achieving the targets for these indicators to ensure a favourable outcome for Comprehensive Area Assessment inspection purposes.

The Ministry of Justice - Coroners Circular July 2008 imposed a statutory increase in fees charged to the Coroner Service for Financial Loss Allowances for Jurors and Ordinary Witnesses, for Professional Witnesses in Coroner's Courts and for Coroner's Post-Mortems. The Coroner will seek full reimbursement of the costs from the council.

The Coroners Bill 2006 will impact on the Coroner Service. Extensive consultation since the publication of the Bill has helped refine several policy areas with the overall aim of the reforms being a commitment to strengthen and improve the service. The reforms will have a three-fold aim; coroners should provide a better service for bereaved people and others affected by their work; create a strong national framework and leadership, whilst ensuring that the service remains firmly grounded locally; whilst ensuring investigations and inquests are more effective. This will impact on the future operation of the service in Sunderland.

Drivers Certificate of Competency Regulations come into effect from 2009 and will require all drivers of vehicles over 3.5 tonnes to undergo an appropriately accredited training course to receive their certificate of competency. There are five years for organisations to complete the process that ensures all their drivers have the appropriate certificate and the Transport Service will be responsible for co-ordination of this on behalf of the council.

Local Socio-Economic Change

Sunderland continues to undergo a marked economic and social transition. The Portfolio's contribution to ambitious plans to further regenerate the economy, infrastructure and quality of life for people in Sunderland is therefore being influenced by a number of factors.

There is increasing expectation and demand from residents in the city to increase the range of materials that can be recycled e.g. plastics and cardboard. This will impact on the future planning of waste management arrangements in the city.

Emerging Area Arrangements and the changing political environment and partner arrangements will impact on how services engage with local communities and plan service provision in the city.

The Building Schools for the Future (BSF) and the Academy School programme will impact on future service provision. Facilities management packages for the new schools that include school meals, building cleaning, grounds maintenance and building maintenance services will be let upon completion. Services will work hard to retain contracts by ensuring that the in-house package provides best value.

NEIGHBOURHOOD AND STREET SERVICES

The Facilities Management School Meals service is continuing to experience a downturn in children taking school meals largely due to the introduction of new nutritional guidelines as well as parents cutting back on expenditure, or providing packed lunches. This has had a particular impact on primary school paid meal uptake where the number of children purchasing school meals fell from 38% in 2006/07 to 32.40% in 2007/08.

The Highways Maintenance five year Term Contract ended in March 2009. Arrangements have been ongoing to renew the contract with a report expected to go to have gone to Cabinet in early 2009 outlining options for future service arrangements. Implementation of new contractual arrangements and associated performance and reporting recommendations will take place during 2009/10.

Other Key Issues

The council has formed a partnership with Gateshead and South Tyneside Councils to deliver a long term waste management solution that will enable all three local authorities to meet their Landfill Allowance Trading Scheme (LATS) targets and fulfil residents' aspirations to increase recycling and recover value from waste.

The council's Strategic Investment Plan has been developed in response to a number of policy drivers including the Sunderland Strategy 2008-2025, the Local Area and Multi Area Agreements, the new National Performance Framework for Local Government and Local Authority Partnerships and consultation with residents and members. A number of proposed projects will be delivered by services in the Portfolio. Projects include a Recycling Village and Coalfield satellite facility, facility (although these particular projects will require the identification of appropriate capital funding) Recycling Area Bring Sites, Cycleway and fly tipping intervention schemes, new Environmental Enforcement Officers and Environmental Education, Communication and Marketing.

The Comprehensive Spending Review 2007 requires efficiency savings of 3% per annum for the duration of the review (9% over three years).

Washington Cemetery has extremely limited capacity. Although additional capacity has been identified to the end of 2009, investigations for suitable alternative land to develop a new cemetery continue.

Employee issues impacting on the Portfolio include a review of the Terms and Conditions of Employment for Craft (Red Book) Employees, abolition of bonus arrangements and review of arrangements for the Procurement and Management of Agency Workers within the council.

A number of services in the Portfolio including Highways and Building Maintenance, Street Scene and Facilities Management operate a significant proportion of the council's vehicle fleet. Fuel prices have remained very volatile and have impacted significantly on service costs. Whilst the cost of oil was reducing towards the end of 2008 due to the world-wide economic slowdown there is an expectation that prices will increase again once economies begin the process of recovery.

The installation of vehicle tracking technology in council vehicles commenced in November 2008 with the Building Maintenance and some Cleansing Service vehicles. Installation of the technology will provide service improvements and associated efficiency gains. Performance will be monitored and reviewed and results shared with other council services so that they can make an informed decision as to the benefits of installation in their vehicles.

NEIGHBOURHOOD AND STREET SERVICES

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Waste Management and Increasing Recycling Continue the development of the South Tyne and Wear Waste Management Partnership (STWWMP) in respect of the procurement of joint residual waste treatment facilities</p> <ul style="list-style-type: none"> ▪ Hold Bidders conference ▪ Evaluate Pre-Qualification Questionnaires and issue invitations to participate in dialogue and evaluate returns ▪ Invite outline solutions and evaluate returns ▪ Invite detailed solutions and evaluate returns 	<p>Yes - held in October 2008</p> <p>Yes - undertaken for short-term residual waste contracts</p> <p>Yes - returns received and evaluated</p> <p>Yes - two additional waste analysis exercises held to analyse waste collected from sample of households in the city</p>	<p>Informal discussions held with contractors interested in tendering for the main contract (procurement of alternative waste treatment facility)</p> <p>Appraisal process undertaken to establish list of suitable suppliers</p> <p>Further evaluation of suppliers and refining of the list of those able to meet tender criteria</p> <p>Information provided as to the types of waste collected to inform service development</p>	CIP3	SP 5
<p>Cemeteries and Crematorium Installation of mercury scrubbing equipment at Sunderland Crematorium to comply with mercury emission regulations</p> <ul style="list-style-type: none"> ▪ Develop procurement specification 	<p>Yes - development of specification undertaken</p>	<p>Procurement of filtration equipment will help the council to achieve the target of a 50% reduction in mercury emissions from cremations carried out at Sunderland Crematorium by 2012</p>		SP5
<p>Improve levels of household recycling and Composting</p> <ul style="list-style-type: none"> ▪ Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan 	<p>Yes - bin sticker campaign undertaken to encourage residents to recycle the right materials. 'Love Food/Hate Waste' Christmas campaign undertaken to persuade residents to waste less food at Christmas</p>	<p>To achieve joint municipal waste management strategy targets for recycling of</p> <ul style="list-style-type: none"> - 30% 2009/10 - 45% 2014/15 - 50% 2019/20 <p>(26.92% recycled in 2007/08)</p>		SP 5

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Street Scene and Neighbourhoods Support the Clean, Green and Safe agenda by:</p> <p>Introducing integrated neighbourhood refuse collection, recycling, street cleaning and grounds maintenance services</p> <ul style="list-style-type: none"> ▪ Introduce Integrated services to the remaining areas Sunderland (South, East and West) <p>Develop the skill base of the Street Care Operations management and operatives in line with Council Improvement Programme Service Transformation Project timescales to increase employee morale by moving them out of pay protection and empowering them to take ownership and make decisions. Provide better customer service</p> <ul style="list-style-type: none"> ▪ Implement and undertake evaluation of resultant service improvement 	<p>Yes - re-zoning completed by the end of March 2009</p> <p>Yes - implemented revised arrangements encompassing staff across refuse collection, street cleaning and grounds maintenance staff. Review and evaluation undertaken to inform roll-out to remaining operational areas</p>	<p>Improved resource provision</p> <p>Improvement in perception of the city's image</p> <p>Increase in resident satisfaction with the service. Improved customer focused services, better VFM</p> <p>Mobile technology in use that speeds up reporting and ultimate resolution of customer requests</p> <p>Development of multi skilled staff</p> <p>Greater job satisfaction and retention of skilled staff</p> <p>More efficient use of resources</p>	<p>CI01 CI03</p> <p>CI02</p>	<p>SP5</p>
<p>Implementation of powers permitted under the Clean Neighbourhood and Environment Act 2005 to improve street scene and liveability and reduce instances of anti-social behaviour</p> <ul style="list-style-type: none"> ▪ Identify appropriate staff to undertake enforcement of powers permitted under the legislation ▪ Implement delegated powers e.g. issue of fixed penalty notices 	<p>Yes - staff trained in the new powers by March 2009 with use of powers to take effect during 2009/10</p>	<p>Quicker and more effective enforcement</p> <p>Improved street scene and liveability</p>		<p>SP3 SP5</p>

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Council Improvement Programme Enable the council to deliver effective, efficient, equitable and economic customer service, building on its position as a leading authority</p> <ul style="list-style-type: none"> ▪ Develop and manage projects as identified in the CCS Directorate Project Register ▪ Environmental Services Project 1, 2 and 3 ▪ Interim Customer Contact Solution; Virtual Contact Centre 	<p>Yes - Environmental Services Project 1 and 2 - Staff Reporting Line implemented. 'To-Be' processes (improved processes for service delivery) established for racist graffiti, bulky collection and abandoned vehicles. Various ICT systems tested to support delivery of To Be processes. Stage 2 being reviewed in accordance with lessons learned from Project 1 and moved forward</p> <p>Environmental Health Project, Pest Control, Licensing and Noise Pollution 'To-Be' processes developed and ICT system testing underway</p> <p>First phase of Virtual Contact Centre project delivered (replacement of telephony in Customer Service Network). Interim Customer Contact Solution put in place in the Contact Centre</p>	<p>Staff reporting line in use which enables efficient and effective reports to be collated in real time and transferred to service owners immediately for action</p> <p>Improvements identified by staff incorporated into the 'To-Be' processes and has resulted in improved staff satisfaction and commitment to service improvement</p> <p>Virtual Contact Centre - technical infrastructure now fully supported and maintained and improved performance allows accurate recording of call volumes and call taking performance</p> <p>Interim Customer Contact Solution - providing test bed/pilot Customer Relationship Management (CRM) solution for permanent CRM system across the council and performance reporting and improvement in customer service and liaison</p>	<p>CIO1 CIO2 CIO3</p>	

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>School Meals Promote the uptake healthy school meals by: Developing and promoting the school meals service to meet the national nutritional standards for school food and influence the adoption of healthier lifestyles amongst Sunderland's citizens</p> <ul style="list-style-type: none"> ▪ Implement nutrient based standards in all Primary Schools by 2008 and in all Secondary Schools by 2009 ▪ Work in partnership with schools to promote school meal uptake ▪ Implement actions outlined within the Sunderland School Food Strategy ▪ Work with schools to implement initiatives outlined within the Food in Schools programme 	<p>Yes - nutrient compliant menus introduced in Primary Schools in September 2008</p> <p>Yes - promotional activities undertaken including launch of the new menus and introduction of promotional menu display stands in schools. Consultation undertaken with the Schools Consortium to agree revised five year service level agreement for Primary Schools</p> <p>Yes - main objectives outlined within the strategy form part of the Service Plan</p> <p>Yes - three celebration events have been held to congratulate the hard work done by staff and pupils to achieve Healthy Schools Status. Funding secured to continue programme during 2009/10. Interactive sessions fully booked with children from 32 schools benefiting</p>	<p>Healthy school meals, which are nutrient compliant</p> <p>Primary paid meal uptake figures are above national average by 4 %. Free meal uptake is 7% above national average</p> <p>New policies to retain children on site at lunchtime has delivered an increase in meal uptake in Secondary Schools</p> <p>Paid meal uptake increased from March 2008 to September 2008 by 12.64 %, while free meal uptake has increased by 1.15% in the same period</p> <p>87% of schools are engaged in the Healthy Schools Programme with 90% of those schools having introduced healthy school policies</p> <p>41% schools have now achieved Healthy School Status</p>	<p>CIO1 CIO2 CIO3</p>	<p>SP2</p>
<p>Area Facilities Identify services that could be provided at Hetton Centre Customer Service Centre following a gap analysis in respect of the Extended Services Programme</p> <ul style="list-style-type: none"> ▪ Potential for service provision evaluated ▪ Establish service provision subject to available resource 	<p>Yes - At Bunny Hill work undertaken via Extended Schools Funding Group to ensure community activities are funded</p>	<p>A full programme of activities will be offered in each area in partnership with Extended Services. This is resulting in increased access to a wider range of provision</p>	<p>CIO1 CIO3 CIO4</p>	<p>SP5</p>

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
	<p>Worked with service providers to ensure activities being provided by Extended Schools and Area Facilities are advertised and publicised</p> <p>Hetton Centre is working in partnership with Hetton School for joint enrolment and publicity in relation to adult courses offered at Hetton Centre during the day and the school in the evenings</p>			

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>LOCAL ENVIRONMENTAL SERVICES</u></p> <p>Waste Management and Increasing Recycling</p> <p>Continue the development of the STWWMP in respect of the procurement of joint residual waste treatment facilities</p>	<p>Progress the short-term contract for treatment of residual waste (to cover the interim period prior to development of long-term solution) and ancillary contracts to cover Dry Recyclables, Green Waste and Landfill Contracts (current landfill contracts being extended by a further year)</p> <p>Invite and evaluate long-term waste management solutions</p> <p>Initial planning for the replacement of Beach Street Civic Amenities Site linked to the outcome of the procurement of the strategic waste management solution</p>	<p>STWWMP undertaking procurement process for contract to develop a joint waste management treatment facility (financial close of anticipated in 2012 with construction completed in 2015)</p> <p>Commence ancillary contract arrangements covering Dry Recyclables, Green Waste processing and Landfill Contracts (three year period 2010-2013 with possibility of single year extensions)</p> <p>Key Actions for 2010/11 will be determined following completion of the initial planning phase in 2009/10</p>	<p>Secure financial close of the principal contract and commence development phase of a joint waste management treatment facility (that uses appropriate and sustainable technologies and provides best value for money) with selected contractor</p>	<p>Provision of a joint waste management treatment facility that will secure compliance with current and known future waste management legislative demands to 2038</p> <p>Achievement of Landfill Allowance Targets and avoidance of penalties (£150 per tonne over target).</p> <p>Achieve recovery of 75% of municipal waste by 2020 with 50% being recycled/composted</p>	<p>Q1 Award contract for short-term interim arrangements</p> <p>Commence short-term contractual arrangements for management of residual waste</p> <p>Q1 - Q4 Undertake initial planning work in respect of the replacement of the Beach Street Civic Amenities Site</p>	<p>AHES (EH&CP)</p>

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Improve levels of household recycling and composting	<p>Improve the use of recycling services in the city and encourage waste minimisation through use of a marketing campaign linked to service/topical/seasonal issues</p> <p>Link with STWWMP action plan - short-term contract arrangements for treatment of residual waste and ancillary contracts (recycling)</p> <p>Progress Strategic Investment Plan priorities:</p> <ul style="list-style-type: none"> - Develop a new recycling village for the city (subject to satisfactory completion of benefit analysis and identification of appropriate capital provision) - Develop a Coalfield satellite recycling facility - Provide upgrades to 10 recycling sites across the city - Introduce an on-street recycling scheme 	<p>Review marketing campaign undertaken in 2009/10 to inform development of the marketing campaign for 2010/11</p> <p>Deliver the 2010/11 recycling/ waste minimisation marketing campaign</p> <p>Link with STWWMP action plan - commence implementation of the new recycling service</p>	<p>Review marketing campaign undertaken in 2010/11 to inform the marketing campaign for 2011/12</p> <p>Deliver the 2010/11 recycling/waste minimisation marketing campaign</p> <p>Link with STWWMP action plan - implementation of the new recycling service for the city</p>	<p>Achievement of joint municipal waste management strategy targets for recycling of:</p> <ul style="list-style-type: none"> - 30%-2009/10 - 45%-2014/15 - 50%-2019/20 	<p>Q1 - Q4 Progress the development of new recycling village</p> <p>Progress the Coalfield satellite facility</p> <p>Upgrade 10 recycling sites across the city</p> <p>Q1 Introduction of on-street recycling scheme</p>	AHES (EH&CP)

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>CEMETERIES AND CREMATORIUM</u></p> <p>Installation of mercury scrubbing equipment at Sunderland Crematorium to comply with mercury emission regulations</p>	<p>Undertake procurement and award contract and install</p>	<p>Installation of filtration equipment at Sunderland Crematorium</p>	<p>Project complete</p> <p>Monitor and evaluate benefits of the project</p>	<p>Provide environmental improvements in the city by achieving the target of a 50% reduction in mercury emissions from cremations carried out at Sunderland Crematorium by 2012</p>	<p>Q1 Finalise detailed specification</p> <p>Q2 - Q4 Procurement exercise to select a suitable contractor to undertake the installation of filtration equipment</p> <p>Q4 Appointment of successful contractor</p>	<p>C&CM</p>
<p><u>STREET SCENE</u> Street Scene and Neighbourhoods</p> <p>Support the Clean, Green and Safe agenda by:</p> <p>Introducing integrated neighbourhood refuse collection, recycling, street cleaning and grounds maintenance services</p> <p>Reviewing working arrangements across street cleaning, refuse collection and parks operations</p>	<p>Undertake an evaluation of the service improvement realised by integrated service provision in South, East and West Sunderland</p> <p>Review service delivery arrangements to take account of the revision of local area arrangements</p> <p>Implementation of pilot schemes annualised hours - parks staff, compact sweepers, review of shift patterns</p> <p>Evaluation and review of pilot annualised hours scheme</p>	<p>Integrated Neighbourhood Services project complete</p> <p>Refuse Collection (including Kerb It and Green It) re-zoned. Grounds Maintenance and Street Cleaning services re-scheduled and aligned with Refuse collection and grass cutting provided by Gentoo</p> <p>Roll out of revised annualised hour scheme to remaining Street Scene operatives</p>	<p>Annualised Hours project complete</p> <p>Revised working hours/ shift patterns implemented</p>	<p>Improved resource provision</p> <p>Improvement in city's image</p> <p>Increased resident satisfaction with the service</p> <p>Improved customer focused services better VFM, sustainable and seamless service delivery</p>	<p>Q1 - Q4 Review service arrangements in all regeneration areas in line with any revision of local area arrangements</p> <p>Review kerbside collection service in light of any revision to types of material that is collected for recycling</p> <p>Q1 - Q4 Monitor and evaluate service improvements</p> <p>Operation of annualised hours pilot schemes</p>	<p>AHES (SCO)</p>

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q4 Evaluate and review annualised hours pilot schemes to inform revised arrangements for remaining Street Scene operatives	
Develop the skill base of the Street Scene management and operatives in line with council Improvement Programme Service Transformation Project timescales	Complete implementation of revised arrangements for bulky waste and graffiti removal	Roll out arrangements into remaining operational areas Undertake 'As-Is' analysis of current service provision Develop 'To-Be' arrangements for new service delivery model	Project complete Mobile technology in use Speedier and more effective resolution of Customer requests Development of multi-skilled staff	Use of mobile technology that speeds up reporting and ultimate resolution of customer requests Efficiency savings from reduction in paper based systems and print cost savings Development of multi skilled staff Greater job satisfaction and retention of skilled staff More efficient use of resources from increase in time staff can spend on front-line operational activity, increased productivity, improved management information, information available in real time, reduction in time taken to resolve issues	Q1 - Q2 Complete implementation of arrangements in relation to bulky waste and graffiti removal Q3 - Q4 Review and evaluate new service arrangements for bulky waste and graffiti removal to inform arrangements for next phase of implementation to other operational areas	AHES (SCO)

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>STREET SCENE</u>						
Implementation of powers permitted under the Clean Neighbourhood and Environment Act 2005 to improve street scene and liveability and reduce instances of anti-social behaviour	Monitor and review effectiveness of use of delegated enforcement powers in parks and cemeteries	Project complete Delegated powers being effectively enforced		Quicker and more effective enforcement Improved street scene and liveability NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)-Encams currently providing support re survey methods which will inform baseline and subsequent targets	Q1 - Q3 Monitor and evaluate effectiveness of enforcement powers - improved street scene and liveability in parks and cemeteries Q4 Review service provision in line with any recommendations arising from the review	AHES (SCO)
<u>LOCAL ENVIRONMENTAL SERVICES</u>						
Health and Safety Increase awareness of Health and Safety matters and review practice and procedure at all levels with a view to avoiding reportable incidents	Complete a review of Health and Safety management practice and procedure within the Environmental Services Division and develop a programme to address identified improvements Complete systems maintenance checks following previous improvements Complete inspections of premises occupied by Environmental Services (twice per year)	Complete implementation and review of improvement measures, systems maintenance checks and premises inspections	Complete systems maintenance checks and premises inspections	Safe working practices and procedures implemented and embedded for all areas of service provision Reduction in notifiable incidents and absence due to work related matters Programmed maintenance/ Improvement of premises	Q1 Complete review and develop programme, and commence premises inspection Q2 Complete systems maintenance checks Q4 Complete premises inspections	AHES

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Council Improvement Programme						
<u>PROJECT AND SERVICE DEVELOPMENT</u>						
Enable the council to deliver effective, efficient, equitable and economic customer service, building on its position as a leading authority	<p>Deliver Phase 2 of the Environmental Services project, aligning all services with the Vehicle tracking system and the Interim Contact Centre Solution (ICCS) system, removing the need for multiple systems and enable the use of mobile technology</p> <p>Implement Environmental Health 'To-Be' processes</p> <p>Investigate suggestions for service improvement received via the Improvement Agenda Suggestion Scheme and recommend projects for implementation</p>	<p>Develop and manage projects as identified in the Directorate Business Improvement Programme (BIP) Project Register - to be determined following evaluation of previous projects</p> <p>Investigate suggestions for service improvement and recommend projects for implementation</p>	<p>Develop and manage projects as identified in the Directorate BIP Project Register - to be determined following evaluation of previous projects</p>	<p>Effective and efficient service delivery by implementing robust 'To Be' (improved processes for service delivery) processes which reduce duplication and maximise value for money</p> <p>Improved customer access to services utilising mobile technology and defined Customer Contact Solution</p> <p>Cost efficiencies, improved services to customers and improved job satisfaction</p>	<p>Q2 All vehicles tracked using the DigiCore Vehicle Tracking System</p> <p>Q4 All Environmental Services utilising the ICCS system</p> <p>Q4 Mobile devices used across the service where appropriate</p> <p>Service transformation outstanding outcomes delivered in accordance with the above</p> <p>Q1 Pest Control process implemented</p> <p>Q2 Licensing process implemented</p> <p>Q3 Noise Pollution process implemented</p> <p>Q1 - Q4 Suggestions investigated and reported to SMT. Potential projects implemented</p>	<p>HoP&SD P&SDM SDM SrSP & RO</p>

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Strategic Commissioning Framework Utilise framework to objectively challenge service design and delivery in CCS</p>	<p>Review outcomes from use of framework in 2009/10 to inform work to objectively challenge service design and delivery in CCS in 2010/11</p>	<p>Review outcomes from use of framework in 2010/11 to inform work to objectively challenge service design and delivery in CCS in 2011/12</p>	<p>Service improvement that provides efficiencies and improved service delivery for our customers</p>	<p>Q1 - Q4 Develop protocols for utilisation of the Strategic Commissioning framework in CCS</p>	
<p><u>FACILITIES MANAGEMENT</u> School Meals Promote the uptake of healthy school meals by: Developing and promoting the school meals service to meet the national nutritional standards for school food and influence the adoption of healthier lifestyles amongst Sunderland's citizens.</p>	<p>Influence the adoption of healthier lifestyles amongst Sunderland's citizens through: Revising the Service Level Agreements with Consortium Schools to develop a partnership approach to promoting school meal uptake Review the Healthy Schools delivery strategy and target those schools that need support in achieving Healthy School Status Develop the Food In Schools Programme in line with the review of child obesity services and Sunderland's Strategic Priorities</p>	<p>Review performance and evaluate the development of the service in line with the expectations of the Child Obesity Strategy, the Child Obesity Management Group and strategic priorities Evaluate the agreements with Schools to promote meal uptake, implementing appropriate agreed actions Work in partnership with Children's Services/schools to ensure achievement of Healthy School Status for all schools in Sunderland</p>	<p>Review performance and evaluate the development of the service in line with the expectations of the Child Obesity Strategy, the Child Obesity Management Group and strategic priorities Review the impact of the DCSF School Lunch Grant and develop strategies for future service development in line with national government Assist schools in the audit reassessment process to maintain the Healthy School Status Work with schools to achieve the Health Outcome targets which are to be developed nationally</p>	<p>Meet the national nutritional standards for school food Increased uptake of healthier school meals Contribute to achievement of targets for: NI 55 - Obesity in primary school age children in Reception NI 56 - Obesity in primary school age children in Year 6 Achieve target for NI 52 - Take up of school meals (target 43.50% in 2009/10) National targets 100% achievement of those schools engaged by 2010</p>	<p>Q1 - Q4 Continue to measure performance against targets set within the plan, monitoring outcomes on a quarterly basis Q2 - Q4 Introduction of nutrient standards in Secondary schools Monitor meal uptake in secondary schools following the introduction of the nutrient standards in Sept 2009 Q1 - Q4 Look to secure funding for the Food in Schools Programme from Aug 2009 Q1 - Q2 Achievement of Healthy Schools Programme for all schools. Engage 50% of those disengaged schools(14)</p>	<p>AHCS (FM) S&SSSM OM</p>

NEIGHBOURHOOD AND STREET SERVICES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
AREA FACILITIES Identify services that could be provided at the Hetton Centre and Bunnyhill Customer Service Centres following a gap analysis in respect of the Extended Services Programme	Delivery of programme of joint activities in agreed delivery areas (adult learning courses, social activities, health and access to childcare) Undertake a review and evaluation of 2009/10 service provision to inform the future content of programme	Using lessons learnt from 2009/10 review deliver joint activities in agreed delivery areas for 2010/11 Undertake a review and evaluation of 2010/11 service provision to inform the future content of programme	Using lessons learnt from 2010/11 review deliver joint activities in agreed delivery areas for 2011/12 Review and evaluate service provision to inform future content of programme	A full programme of activities will be offered in each area in partnership with Extended Services. This will result in increased access to a wide range of provision	Q1 - Q4 Programme of joint activities established and being delivered in agreed areas Conducting ongoing review and evaluation of activities to inform content of evolving programme	BHCM HCM
Equality and Diversity We will promote equality and diversity across all services in the Neighbourhood and Street Services (N&SS) Portfolio	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5/excellent across the Portfolio	Embed the principles of being an excellent council with regard to equalities and ensure processes are in place to maintain continuous improvement	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	Q1 Achieve Level 4 of the Equality Standard	HoD&I SDM (CCS)

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Local Environmental Strategy Service has continued to invest in marketing campaigns to promote participation in recycling schemes. The service is seeking to secure ongoing and improved recycling performance and waste minimisation by enhancing the successful elements of previous marketing campaigns and linking initiatives to service/topical/seasonal issues.

The Area Facilities Service is working with Hetton Town Trust to ensure that the organisation develops its community activities sufficiently so that it can become financially self-sufficient when the taper grant it receives from the council ends in 2009. Similarly the service is engaging with Sunderland North Community Business Centre (SNCBC) to develop its role in respect of the Community Development Plan (CDP) and its delivery responsibilities.

The Project and Service Development Service is managing the CCS portfolio of projects in the council's improvement programme. These projects will maximise and realise the benefits to customers, impact on the way CCS does business and make the most efficient and effective use of resources.

Integrated refuse collection and recycling services, grass cutting and street cleaning have been rolled out in the Coalfield, Washington and Sunderland North areas and were extended to Sunderland South, East and West during 2008/09. Further service enhancements should be realised as the service delivery model is reviewed and evaluated.

Additional investment in street care from 2004/05 has delivered significant improvement in the percentage of relevant land with significant heavy littering (BVPI 199a), with this indicator improving from 29.8% in 2004/05 to 11.1% in 2006/07 to 10% in 2007/08.

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There has been an increase in the amount of waste sent for recycling / composting from 18.73% in 2005/06 to 23.72% in 2006/07, thereby meeting the 20% government statutory target for recycling one year early and improving further in 2007/08 to 26.81%. At the same time, high satisfaction rates have continued to be recorded for all aspects of the recycling service via the MORI annual residents' survey. Recycling is the most widely used (non-universal) service in Sunderland. In 2007 67% of residents used the service and 75% were satisfied with the service provided. Satisfaction with individual components of the recycling service remains high. 81% are satisfied with the Kerb-it box, 93% with the Green-it brown bin, 87% with Supermarket recycling centres and 91% with the Household Waste and recycling centres.

The operational climate for the Schools Meals service remains challenging. However free school meal uptake improved in 2007/08 when compared to 2006/07 (primary schools increase of 0.90%, secondary schools increase of 7.00%) and paid meal uptake in secondary schools did record an increase of 1.70%.

The cost of the Cemeteries and Crematorium service is ranked as lower quartile and lower median when compared against the costs of service for nearest neighbours and metropolitan authorities in 2008/09. The service has progressed a programme of memorial inspections in municipal cemeteries and closed churchyards during 2008/09. An ICT database has now been developed to generate schedules for a programme of re-inspections that will commence in 2009/10. This ongoing programme will ensure that the council continues to comply with health and safety regulations and ensure that visitors to and staff working in cemeteries remain free from risk of injury. The inspection programme has also improved the general appearance of the city's cemeteries.

The 2009/10 budget has been set taking account of efficiency savings totalling £793,000 further details of which are shown in the relevant service planning sections of this Portfolio.

NEIGHBOURHOOD AND STREET SERVICES

FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Local Environmental Services	
474	6,140,808	6,014,689	6,966,448	Waste Disposal	6,964,065
475	1,907,464	2,513,540	2,514,706	Recycling	2,479,936
476	101,648	122,247	95,604	Cleansing Support	65,371
477	(28,714)	0	41,622	Depots	0
	<u>8,121,206</u>	<u>8,650,476</u>	<u>9,618,380</u>		<u>9,509,372</u>
				Street Scene	
483	3,834,390	3,914,567	3,845,047	Waste Collection	3,843,831
484	3,503,290	3,853,129	3,678,290	Street Cleaning	3,679,245
485	405,126	446,562	419,675	Public Conveniences	413,654
	<u>7,742,806</u>	<u>8,214,258</u>	<u>7,943,012</u>		<u>7,936,730</u>
488	2,972,945	2,902,442	2,902,442	Highways Maintenance	2,870,385
489	0	0	(23,512)	Building Services Surveying	0
493	339,950	0	17,836	Transport	0
497	227,439	141,590	129,596	Facilities Management Support	109,122
501	313,461	236,866	254,768	Area Facilities	8,716
504	(70,460)	587	(17,037)	Support Services	545
505	381,446	388,445	385,942	Coroners Court	457,678
508	10,283	(176,005)	(194,472)	Cemeteries and Crematorium	(233,305)
514	327,536	0	66,959	Project and Service Development	0
	<u>20,366,612</u>	<u>20,358,659</u>	<u>21,083,913</u>	TOTAL BUDGET	<u>20,659,243</u>
				TRADING OPERATIONS	
515				Including Building Maintenance, Highways, Waste Collection, Street Cleaning, Commercial Catering, Cleaning Services to Schools and Civic Buildings, School Meals and Grounds Maintenance.	
	1,256.5	1265.0	1293.0	Total No. of Staff	1304.5

PLANS AND STRATEGIES

- Winter Service Plan
- Joint Municipal Waste Management Strategy
- School Food Strategy
- External Vending Services Strategy
- Community and Cultural Services - Detailed Service Plan 2009/10
- Community and Cultural Services Annual Review
- Customer Service and Access Strategy.

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to manage the arrangements and cost of disposal of waste arising from the council's Refuse Collection Service and other cleansing activities, providing a support function to the operational units and depots for use as an operational base. To achieve this aim, the service:

- Administers contracts and payments for the waste management of household, commercial and industrial waste
- Oversees the provision of the kerbside collection services and provides recycling facilities at 54 sites across the city
- Administers the authority's responsibilities in respect of the Landfill Allowance Trading Scheme (LATS)
- Supports the provision of front line cleansing, kerbside collection and grounds maintenance services
- Manages and administers the authority's household waste, recycling and reception centre
- Undertakes enforcement activity with regard to abandoned vehicles, fly tipping, dog fouling and litter
- Promotes educational activities relating to environmental awareness, waste management and littering abatement, dog fouling and waste management, including educating school children
- Administers the trade waste collection service
- Works with South Tyne and Wear Waste Management Partnership (STWWMP) to explore and procure alternative waste management arrangements
- Promotes waste minimisation/reduction and the increased utilisation of recovered materials
- Oversees the maintenance of depots to suitable standards to facilitate efficient operations
- Collects and disposes of vehicles surrendered by the Registered Keeper on request.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 82a(i)	% of household waste arisings which have been sent by the Authority for recycling	14.95%	17.00%	17.40%	Yes	**	**
BVPI 82a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling	21,371 tonnes	22,338 tonnes	24,045 tonnes	Yes	**	**
BVPI 82b(i)	% of household waste sent by the Authority for composting or treatment by anaerobic digestion	8.77%	9.50%	9.52%	Yes	**	**
BVPI 82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	12,534 tonnes	13,691 tonnes	13,202.50 tonnes	No - Overall reduction in the tonnage of waste collected per household in Sunderland	**	**
BVPI 82c(i)	% of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	0%	0%	0%	Yes	**	**
BVPI 82c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources	0 tonnes	0 tonnes	0 tonnes	Yes	**	**
BVPI 82d(i)	% of household waste arisings which have been land filled	76.22%	75.0%	73.14%	Yes	**	**

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 82d(ii)	The tonnage of household waste arisings that have been landfilled	108943.57 tonnes	108090 tonnes	101445.15 tonnes	Yes	**	**
BVPI 84a	No. of kilograms of household waste collected per head of the population	503.8kg	508kg	494.3kg	Yes	**	**
BVPI 84b	% change in no. of kilograms of household waste collected per head of household	-1.06%	0.95%	-1.89%	Yes	**	**
BVPI 86	Cost of waste collection per household	£43.11	£44.40	£41.58	Yes	**	**
BVPI 87	Cost of waste disposal per tonne of municipal waste	£34.70	£40.76	£42.44	No - Significant increase in cost of landfill tax	**	**
BVPI 91a	Percentage of households resident in the authority's area served by kerbside collection of recyclables	98.21%	98.50%	98.90%	Yes	**	**
BVPI 91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	96.80%	98.50%	98.73%	Yes	**	**
BVPI 199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	11.10%	10.50%	10.00%	Yes	**	**
BVPI 199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	1.67%	1.50%	4.00%	No - higher levels of graffiti in subways and industrial estates	**	**
BVPI 199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	0.11%	0.00%	0.00%	Yes	**	**
BVPI 199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'flytipping'	3	3	3	Yes	**	**

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	72.35%	80%	88.24%	Yes	**	**
BVPI 218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	78.33%	85%	95.74%	Yes	**	**
NI191	Residual household waste per head	879.02kg*	n/a	819.59kg*	New National Indicator	tbc	tbc
NI192	Household waste recycled and composted	24.00%*	n/a	27.10%*	New National Indicator	28%	30%
NI193	Municipal waste landfilled	75.30%*	n/a	72.70%*	New National Indicator	tbc	tbc
NI195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	n/a	n/a	n/a	New National Indicator	Establish baseline - Encams currently providing support re survey methods which will inform baseline and subsequent targets	Awaiting baseline
NI196	Improved street and environmental cleanliness (fly-tipping)	n/a	n/a	n/a	New National Indicator	tbc	tbc

* Defra has used Waste Dataflow to provide indicative 2006/07 and 2007/08 outturns to local authorities for the new national performance indicators where comparable data is available
 ** BVPI'S now replaced by new National Indicator Set

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Support sustainable patterns of consumption and development retaining our low eco-footprint and protecting the city's diverse natural environment.						
<p>Service Improvement Improve levels of household recycling and composting</p> <p>Corporate Risk Profile 30 Waste Management</p> <p>Risk Fail to ensure Sunderland's achievement of LATS targets</p> <p>Recommended Action Implement waste management bridging arrangements (from 2009 until new facility in place)</p>	<p>Improve the use of recycling services in the city and encourage waste minimisation through use of a marketing campaign linked to service/topical/seasonal issues</p> <p>Link with STWWMP action plan - short-term contract arrangements for treatment of residual waste and ancillary contracts (recycling)</p> <p>Progress Strategic Investment Plan priorities: Develop a new recycling village for the city (subject to satisfactory completion of benefit analysis and identification of appropriate capital provision)</p> <p>Develop a Coalfield satellite recycling facility</p> <p>Provide upgrades to 10 recycling sites across the city</p> <p>Introduce an on-street recycling scheme</p>	<p>Review marketing campaign undertaken in 2009/10 to inform development of the marketing campaign for 2010/11</p> <p>Deliver the 2010/11 recycling / waste minimisation marketing campaign</p> <p>Link with STWWMP action plan - commence implementation of the new recycling service</p>	<p>Review marketing campaign undertaken in 2010/11 to inform the marketing campaign for 2011/12</p> <p>Deliver the 2010/11 recycling / waste minimisation marketing campaign</p> <p>Link with STWWMP action plan - implementation of the new recycling service for the city</p>	<p>Achieve the recycling targets set out in the Joint Municipal Waste Management Strategy</p> <ul style="list-style-type: none"> - 30% - 2009/10 - 45% - 2014/15 - 50% - 2019/20 <p>Reduction in Landfill Tax liability (£48.00 per tonne by 2010/11)</p>	<p>Q1 - Q4 Progress the development of new recycling village</p> <p>Q1-Q4 Progress the Coalfield satellite facility</p> <p>Q1 Upgrade 10 recycling sites across the city</p> <p>Q1 Introduction of on-street recycling scheme</p>	<p>AHES (EH&CP)</p>

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LOCAL ENVIRONMENTAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Development of the STWWMP</p> <p>Corporate Risk Profile 30 Waste Management</p> <p>Risk Cost of or the funding contribution in respect of the PFI project proves to be prohibitive or unsustainable</p> <p>Recommended Action Monitor council's expected contributions to ensure appropriate reserves have been allocated to meet affordability</p>	<p>Undertake procurement of waste management solutions to include short-term ancillary support contracts and principal contract of a joint waste management treatment facility: Progress the short-term contract for treatment of residual waste (to cover the interim period prior to development of long-term solution) and ancillary contracts to cover Dry Recyclables, Green Waste and Landfill Contracts (current landfill contracts being extended by a further year)</p> <p>Invite and evaluate long-term waste management solutions</p> <p>Initial planning for the replacement of Beach Street Civic Amenities Site linked into the outcome of the procurement of the strategic waste management solution</p>	<p>STWWMP undertaking procurement process for contract to develop a joint waste management treatment facility (financial close of anticipated in 2012 with construction completed in 2015)</p> <p>Commence ancillary contract arrangements covering Dry Recyclables, Green Waste processing and Landfill Contracts (three year period 2010 - 2013 with possibility of single year extensions)</p> <p>Key Actions for 2010/11 will be determined following completion of the initial planning phase in 2009/10</p>	<p>Secure financial close of the principal contract and commence development phase of a joint waste management treatment facility (that uses appropriate and sustainable technologies and provides best value for money) with selected contractor</p>	<p>Provision of a joint waste management treatment facility that will secure compliance with current and known future waste management legislative demands to 2038</p> <p>Achievement of Landfill Allowance Targets and avoidance of penalties (£150 per tonne over target)</p> <p>Achieve recovery of 75% of municipal waste by 2020 with 50% being recycled/composted</p>	<p>Q1 Award contract for short-term interim arrangements</p> <p>Q1 Commence short-term contractual arrangements for management of residual waste</p>	<p>AHES (EH&CP)</p> <p>AHES (EH&CP)</p>

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Service Improvement Achieve compliance with LATS	Implement the new short-term contractual arrangements for the treatment of residual waste	Monitor performance against 2010/11 LATS targets (59,922 tonnes)	Monitor performance against 2011/12 LATS targets (49,793 tonnes)	Secure compliance with LATS targets: - 64,052 tonnes 2009/10 - 59,922 2010/11 - 49,793 2011/12	Q1 - Q4 Monitor household waste being sent to landfill and report via CCS	
Corporate Risk Profile 30 Waste Management	Monitor performance against 2009/10 LATS targets (64,052 tonnes)			Avoidance of LATS penalty charges of £150 per tonne for exceeding target	performance management framework	
Risk Fail to ensure Sunderland's achievement of LATS targets						
Recommended Action Implement waste management bridging arrangements (from 2009 until new facility in place)						

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service now provides information in relation to its Best Value Performance Indicators (BVPI) via the Defra Waste Data Flow system. The New National Performance Framework for Local Government and Local Authority Partnerships will replace the existing BVPI indicators in 2008/09 with a suite of new targets; the service will review its performance framework accordingly to ensure that robust data is collected in respect of these targets.

BVPI 87 (cost of Waste Disposal per tonne of municipal waste) has remained in the top quartile when compared to both All England and Metropolitan Authorities in 2007/08, with costs of £42.44 per tonne in 2007/08 compared to £34.70 in 2006/07. This increased cost of waste disposal is due to the landfill tax increase of £3 per tonne.

The service is strategically responsible for improving the levels of household recycling and composting in the city. Over the last three years additional investment in marketing campaigns have been undertaken to raise awareness of and participation in recycling in the city. Kerb-it and Green-it schemes are now successfully operating in the city. Recycling and composting performance has improved from 18.73% in 2005/06 to 26.92% in 2007/08. The service is seeking to secure ongoing and improved recycling performance and waste minimisation by enhancing the successful elements of previous marketing campaigns and linking initiatives to service/topical/seasonal issues. Funding from the Strategic Investment Plan has been secured to undertake a series of improvements that will boost recycling performance. A new Recycling Village is to be developed in the city, there will upgrades provided to 10 recycling sites and an on-street recycling scheme is to be introduced. The Kerb-it recycling scheme was brought back in-house from an external contractor in April 2008 and there are plans to implement a new recycling scheme from 2010 onwards.

High satisfaction rates have continued to be recorded for all aspects of the recycling service via the MORI annual residents' survey. Recycling is the most widely used (non-universal) service in Sunderland. In 2007 67% of residents used the service and 75% were satisfied with the service provided. Satisfaction with individual components of the recycling service remains high. 81% are satisfied with the Kerb-it box, 93% with the Green-it brown bin, 87% with Supermarket recycling centres and 91% with the Household Waste and recycling centres. There has been a particularly large increase in importance attached to Recycling services. In 2002, 7% of residents regarded the service as important, in 2007 it was 23%.

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

Sunderland ranks 14th for its estimated costs in 2008/09, in respect of Waste Collection for all Metropolitan Authorities and 6th for nearest neighbour authorities and remains in lower median quartile as it was in the previous year (upper = higher cost, lower = lower cost).

To develop a longer-term solution to waste management, a partnership (South Tyne and Wear Waste Management Partnership) has been formed with Gateshead and South Tyneside Councils. The partnership is working to procure a range of solutions that will include a residual treatment facility that will enable the local authorities to meet their LATS targets and fulfill residents' aspirations to increase recycling and recover value from waste. The partnership has successfully bid to Government for the necessary Private Finance Initiative credits required to fund the planned developments. A bidders conference was held in October 2008 so that informal discussions could take place with suppliers interested in tendering for the contract to build the residual waste treatment facility. Interested parties have been asked to submit outline and detailed solutions so that the list of suitable suppliers can be further refined. Short-term and ancillary contracts associated with future waste management arrangements will be progressed during 2009/10.

The 2009/10 budget was set taking account of efficiency savings totalling £173,000 arising from:

- A review of procurement arrangements for disposal of electrical equipment (£35,000)
- A review of operational arrangements for Green it (£130,000)
- General back office administrative efficiencies (£4,000)
- A review of back office staffing arrangements (£4,000).

FINANCIAL

WASTE DISPOSAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	189,573	156,591	158,035	Employees	161,172
2	22,412	6,420	6,420	Premises	10,071
3	32,438	33,303	33,303	Transport	33,903
4	896,665	17,081	17,043	Supplies and Services	16,062
5	135,022	41,996	41,996	Third Party Payments	4,000
6	16,512	0	0	Delegated Budget c/fwd	0
	<u>1,292,622</u>	<u>255,391</u>	<u>256,797</u>		<u>225,208</u>
7	1,097,633	8,912	8,912	Less Income	8,989
	<u>194,989</u>	<u>246,479</u>	<u>247,885</u>	Delegated Budget	<u>216,219</u>
				Non-Delegated Items	
8	9,225	6,563	(3,060)	Employees - FRS17 Pensions Adjustment	(2,833)
9	59,969	68,315	68,315	Central Support Service Recharges	98,871
10	83,916	87,639	87,639	Departmental Administration	76,266
11	59,656	47,806	47,806	Depot Recharge	44,159
12	11	2,459	2,459	Repairs and Renewals	2,459
13	5,088	5,088	5,088	Asset Charges	5,088
14	5,727,954	5,550,340	6,510,316	Waste Disposal / Landfill Tax	6,523,836
	<u>5,945,819</u>	<u>5,768,210</u>	<u>6,718,563</u>	Non-Delegated Budget	<u>6,747,846</u>
	<u>6,140,808</u>	<u>6,014,689</u>	<u>6,966,448</u>	TOTAL BUDGET	<u>6,964,065</u>
	6.0	5.0	5.0	Total No. of Staff	5.0

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

RECYCLING

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	385,939	551,244	552,939	Employees	548,425
2	143,531	238,300	238,300	Transport	208,300
3	59,427	49,900	49,371	Supplies and Services	46,343
4	43,049	60,000	60,000	Waste Minimisation	60,000
5	0	32,800	32,800	Third Party Payments	33,456
	<u>631,946</u>	<u>932,244</u>	<u>933,410</u>		<u>896,524</u>
6	127,893	71,750	71,750	Less Income	73,185
	<u>504,053</u>	<u>860,494</u>	<u>861,660</u>	Delegated Budget	<u>823,339</u>
				Non-Delegated Items	
7	5,185	0	0	Employees - FRS17 Pensions Adjustment	0
8	194,458	194,458	194,458	Asset Charges	194,457
9	1,203,768	1,458,588	1,458,588	Waste Disposal / Landfill Tax	1,462,140
	<u>1,403,411</u>	<u>1,653,046</u>	<u>1,653,046</u>	Non-Delegated Budget	<u>1,656,597</u>
	<u>1,907,464</u>	<u>2,513,540</u>	<u>2,514,706</u>	TOTAL BUDGET	<u>2,479,936</u>
	26.0	26.0	26.0	Total No. of Staff	26.0

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

CLEANSING SUPPORT

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	215,333	212,950	214,434	Employees	219,078
2	21,034	13,450	13,450	Transport	13,442
3	30,888	50,940	27,031	Supplies and Services	24,629
	<u>267,255</u>	<u>277,340</u>	<u>254,915</u>		<u>257,149</u>
				Less Income	
4	10,295	0	0	Income	35,000
5	6,417	0	0	Delegated Budget b/fwd	0
	<u>16,712</u>	<u>0</u>	<u>0</u>		<u>35,000</u>
	<u>250,543</u>	<u>277,340</u>	<u>254,915</u>	Delegated Budget	<u>222,149</u>
				Non-Delegated Items	
6	4,956	2,877	(1,341)	Employees - FRS17 Pensions Adjustment	(1,242)
7	272,386	258,659	258,659	Central Support Service Recharges	250,900
8	8,545	8,545	8,545	Asset Charges	8,545
	<u>285,887</u>	<u>270,081</u>	<u>265,863</u>		<u>258,203</u>
9	434,782	425,174	425,174	Less Income	414,981
	<u>(148,895)</u>	<u>(155,093)</u>	<u>(159,311)</u>	Non-Delegated Budget	<u>(156,778)</u>
	<u>101,648</u>	<u>122,247</u>	<u>95,604</u>	TOTAL BUDGET	<u>65,371</u>
	8.5	8.5	8.5	Total No. of Staff	8.5

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL SERVICES

DEPOTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	17,841	8,933	8,961	Employees	9,113
2	321,072	197,816	243,504	Premises	213,165
3	97,438	90,295	86,201	Supplies and Services	91,679
	<u>436,351</u>	<u>297,044</u>	<u>338,666</u>		<u>313,957</u>
				Less Income	
4	43,640	0	0	Income	0
5	68,893	0	0	Delegated Budget b/fwd	0
	<u>112,533</u>	<u>0</u>	<u>0</u>		<u>0</u>
	<u>323,818</u>	<u>297,044</u>	<u>338,666</u>	Delegated Budget	<u>313,957</u>
				Non-Delegated Items	
6	38,344	45,675	45,675	Central Support Service Recharges	41,669
7	17,596	19,552	19,552	Adult Services (St Marks Garage)	14,605
8	60,717	41,971	41,971	Asset Charges	35,115
	<u>116,657</u>	<u>107,198</u>	<u>107,198</u>		<u>91,389</u>
9	469,189	404,242	404,242	Less Income	405,346
	<u>(352,532)</u>	<u>(297,044)</u>	<u>(297,044)</u>	Non-Delegated Budget	<u>(313,957)</u>
	<u>(28,714)</u>	<u>0</u>	<u>41,622</u>	TOTAL BUDGET	<u>0</u>
	2.0	1.0	1.0	Total No. of Staff	1.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

SERVICE ROLES AND RESPONSIBILITIES

Waste Collection

The primary aim of the service is the provision of refuse collection services to all households within the city, and trade waste customers who request a collection service. To achieve this aim, the service:

- Undertakes a weekly collection of refuse from over 122,000 households, the majority being serviced by wheeled bins (frequencies may be increased for multi-storey properties)
- Provides a service to over 1,600 trade waste customers
- Undertakes a weekly clinical waste collection service for over 500 households
- Provides a free collection service for bulky and garden waste to prescribed limits
- Deals with incidents of fly-tipping
- Provides a regular kerbside green waste collection service
- Provide a regular kerbside waste collection service for paper, cardboard (grey and white) glass and cans
- Services general waste and recycling containers at Beach Street Civic Amenities Site to ensure adequate capacity for public use.

Streets, Verges and Open Spaces

The primary aim of the service is to ensure that the highways of the city are cleaned and maintained to an acceptable level. To achieve this aim, the service:

- Provides ground maintenance services for the council, which includes 2,000 hectares of land, an estimated 2,140,000 trees and provision of weed control for 660 miles of public footpaths
- Provides regular grass cutting on highways verges in partnership with Gentoo within their estate boundaries
- Undertakes mechanical and manual sweeping to remove litter from highways and streets
- Empties approximately 3,000 litter and dog bins to maintain available capacity for use
- Deals with incidents of fly-tipping
- Washes streets in the City Centre during the summer
- Removes gum in the City Centre, principal and secondary shopping centres
- Manages arrangements for removal of graffiti including partnership arrangements with the Probation and Youth Offending Services
- Undertakes the programmed cleaning of road gullies
- Undertakes winter service arrangements.

Parks Grounds Maintenance

The primary aim of the service is to provide grounds maintenance services in parks and council establishments. To achieve this aim, the service:

- Provides grounds maintenance services to 27 parks in Sunderland
- Undertakes grounds maintenance to 10 cemeteries and 22 closed churchyards and provides a grave digging service to a further 3 churches
- Deals with incidents of fly-tipping
- Provides grounds maintenance services in partnership with the Probation Service, and others to deliver service improvements that are not within the Grounds Maintenance Contract.

Public Conveniences

The primary aim of the service is the effective provision of clean, well-maintained and operable public conveniences. To achieve this aim, the service:

- Provides attended facilities at the Park Lane Interchange
- Provides seasonal attendance at toilets on the sea front at Seaburn and Roker
- Manages 14 unattended units across the city.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP	Parks, Open Spaces and Grounds Maintenance % of requests/complaints in relation to:						
	- Grass Cutting	11.60%	13.70%	10.60%	Yes	11.40%	11.20%
	- Shrubberies	10.50%	13.30%	10.69%	Yes	10.30%	10.10%
	- Trees	33.60%	34.25%	33.30%	Yes	31.60%	31.40%

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
	- Footpath Weed Treatment	6.30%	4.85%	6.3%	No - wet weather early part of season delayed chemical applications	6.10%	5.90%
	Litter	10.00%	7.60%	10.69%	No - increase in anti social behaviour	9.80%	9.49%
	Miscellaneous	3.50%	4.00%	3.30%	Yes	3.30%	3.10%
OP	Parks, Open Spaces and Grounds Maintenance Acquired Quality Levels against standard (within contract)						
	Contract G	92.00%	98%	91%	No - wet weather early part of season delayed chemical applications	98%	93%
	Contract H	94.00%	98%	95%		98%	97%
	Contract I	97.00%	98%	93%		98%	95%
	Contract J	98.00%	98%	99%		98%	98%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional.						
Service Improvement Introduce integrated neighbourhood refuse collection and recycling services, street cleaning and grounds maintenance services	Undertake an evaluation of the service improvements realised by integrated service provision in South, East and West Sunderland Review service delivery arrangements to take account of the revision of local area arrangements	Integrated Neighbourhood Services project complete Refuse Collection (including Kerb-It and Green It) re-zoned Grounds Maintenance and Street Cleaning services rescheduled and aligned with refuse collection and grass cutting provided by Gentoo		Improved resource provision Improvement in perception of the city's image Increase in resident satisfaction with the service Improved customer focused services, better VFM, sustainable and seamless service delivery	Q1 - Q4 Review service arrangements in all regeneration areas in line with any revision of local area arrangements Q1 - Q4 Review kerbside collection service in light of any revision to types of material that is collected for recycling Q1 - Q4 Monitor and evaluate service improvements	AHES (SCO)

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Review working arrangements across street cleaning, refuse collection and parks operations	Implementation of pilot schemes annualised hours - parks staff, compact sweepers, review of shift patterns Evaluation and review of pilot annualised hours scheme	Roll out of revised annualised hour scheme to remaining Street Scene operatives	Annualised Hours project complete Revised working hours/ shift patterns implemented	NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) - Encams currently providing support re survey methods which will inform baseline and subsequent targets	Q1 - Q4 Operation of annualised hours pilot schemes Q4 Evaluate and review annualised hours pilot schemes to inform revised arrangements for remaining Street Scene operatives	
Review process for the maintenance and management of open space in the city	Undertake a review with the objective of determining the feasibility of centralising budget provision and making CCS responsible for the maintenance of all open space	Key actions for 2010/11 will be determined following the outcome of the review in 2009/10			Q4 Review of maintenance and management of open space in this city completed.	
<u>Service Improvement</u> Implement powers permitted under the Clean Neighbourhood and Environment Act 2005	Monitor and review effectiveness of use of delegated enforcement powers in parks and cemeteries	Project complete Delegated powers being effectively used		Quicker and more effective enforcement Improved street scene and liveability NI 195 Improved Street and Environmental Cleanliness (levels of graffiti, litter, detritus and fly posting) - Encams currently providing support re survey methods which will inform baseline and subsequent targets	Q1 - Q3 Monitor and evaluate effectiveness of enforcement powers - improved street scene and liveability in parks and cemeteries Q4 Review service provision in line with any recommendations arising from the review	AHES (SCO)

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Transform services through the Business Improvement Programme (BIP)						
<p><u>Service Improvement</u> Develop the skill base of the Street Scene management and operatives in line with Improvement Programme Service Transformation Project timescales</p> <p><u>Corporate Risk Profile 2</u> Improvement Agenda</p> <p><u>Risk</u> Failure to develop and invest in our staff to deliver first class services</p> <p><u>Recommended Action</u> Support the building of skills and capacity within the organisation for change and modernisation</p>	Complete implementation of revised arrangements for bulky waste and graffiti removal	<p>Roll out into remaining operational areas</p> <p>Undertake 'As Is' analysis of current service provision</p> <p>Develop 'To Be' arrangement for new service delivery model</p>	<p>Project complete</p> <p>Mobile technology in use</p> <p>Speedier and more effective resolution of customer requests</p> <p>Development of multi-skilled staff</p>	<p>Improve the customer experience and secure efficiencies (reduction in paper based systems, print cost savings,) through use of new technologies, improved processes, customer focus and redesigned service</p> <p>Use of mobile technology that speeds up reporting and ultimate resolution of customer requests</p> <p>Development of multi skilled staff</p> <p>Greater job satisfaction and retention of skilled staff</p> <p>More efficient use of resources (increase in time staff can spend on front-line operational activity, increased productivity, improved management information, information available in real time, reduction in time taken to resolve issues)</p>	<p>Q1 - Q2 Complete implementation of arrangements in relation to bulky waste and graffiti removal</p> <p>Q3 - Q4 Review and evaluate new service arrangements for bulky waste and graffiti removal to inform arrangements for the next phase of implementation in remaining operational areas</p>	AHES (SCO)

STREET SCENE

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Integrated refuse collection and recycling services, grass cutting and street cleaning have been rolled out in the Coalfield, Washington and Sunderland North areas and were extended to Sunderland South, East and West during 2008/09. Further service enhancements should be realised as the service delivery model is reviewed and evaluated.

An Improvement Programme project to develop the skill base of Street Scene management and operatives has made progress during 2008/09. Revised arrangements have been implemented for staff across the refuse collection, street cleaning and grounds maintenance operations. Mobile technology is being used by staff to provide speedier and more effective resolution of customer requests in relation to bulky waste collections and graffiti removal and to provide staff with additional skills resulting in job enrichment. It is planned to roll out the revised arrangements into remaining operational areas in 2010/11.

A review of working arrangements in the service is being undertaken with the aim of improving resource provision and improving resident satisfaction with service delivery. Pilot schemes for parks staff (annualised hours) and compact sweeper operatives (review of shift patterns) has been implemented. This will be reviewed and evaluated with arrangements being rolled out to remaining staff in 2010/11.

Street Cleaning and Litter

This service area remains a key council and community priority and additional investment has been targeted to this area in recent years resulting in a positive effect on our performance and satisfaction ratings. Significant additional funding since 2004/05 has targeted street care, litter response, street sweeping and graffiti removal.

The ongoing investment has continued to improve performance in respect of BVPI 199a (percentage of land with unsatisfactory levels of litter and detritus), as set out below. This improvement resulted in the authority moving from the upper median quartile in 2005/06 to the upper quartile in 2006/07 when compared to Metropolitan Authorities and moved from the lower median quartile to the upper median quartile when compared to All England. Sunderland's performance for the last four years' is:

2004/05 - 22.14%

2005/06 - 14.2%

2006/07 - 11.1%

2007/08 - 10.0%.

The results of improved performance can also be observed in the annual residents' survey, which shows that residents' satisfaction with Street Cleaning increased from 64% in 2006 to 68% in 2007.

Refuse Collection and Recycling

In the annual residents' survey 2007, satisfaction with refuse collection was 88% (88% in 2006). Net satisfaction has increased from 78% in 2005 to 81% in 2007. Satisfaction with individual components of the recycling service remains high. 81% of respondents were satisfied with the Kerb-it box, 93% with the Green-it brown bin, 87% with Supermarket recycling centres and 91% with the Household Waste and recycling centres.

The service is a member of Association for Public Service Excellence (APSE) Performance Networks which allows it to benchmark service costs and performance data with other family group members.

The 2009/10 budget was set taking account of efficiency savings totalling £348,000, arising from:

- A review of working arrangements and business processes (£228,000)
- Maximisation of income earning opportunities (£68,000)
- Review of procurement arrangements (£50,000)
- General back office administrative efficiencies (£2,000).

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

FINANCIAL

WASTE COLLECTION

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	110,282	129,660	130,844	Employees	129,582
2	3,149	2,420	3,332	Premises	2,420
3	476,613	701,747	701,747	Transport	651,747
4	122,772	135,156	135,156	Supplies and Services	140,133
5	3,283,208	3,431,792	3,327,091	Contribution to trading service	3,485,961
6	140,201	0	0	Delegated Budget c/fwd	0
	<u>4,136,225</u>	<u>4,400,775</u>	<u>4,298,170</u>		<u>4,409,843</u>
7	921,702	1,095,725	1,095,725	Less Income	1,133,725
	<u>3,214,523</u>	<u>3,305,050</u>	<u>3,202,445</u>	Delegated Budget	<u>3,276,118</u>
				Non-Delegated Items	
8	4,964	5,423	(2,528)	Employees - FRS17 Pensions Adjustment	(2,341)
9	75,254	67,392	67,392	Central Support Service Recharges	39,340
10	339,960	351,153	351,153	Departmental Administration	311,639
11	121,156	107,017	107,017	Depot Recharge	99,506
12	78,533	78,532	119,568	Asset Charges	119,569
	<u>619,867</u>	<u>609,517</u>	<u>642,602</u>	Non-Delegated Budget	<u>567,713</u>
	<u>3,834,390</u>	<u>3,914,567</u>	<u>3,845,047</u>	TOTAL BUDGET	<u>3,843,831</u>
	3.0	3.0	3.0	Total No. of Staff	3.0

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

STREET CLEANING

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	227,128	226,090	227,345	Employees	167,479
2	909	4,264	4,264	Premises	4,264
3	643,578	661,167	661,167	Transport	653,667
4	239,545	306,507	306,507	Supplies and Services	297,074
5	12,974	33,708	33,708	Third Party Payments	34,506
6	4,014,347	4,300,989	4,133,424	Contribution to trading service	4,177,958
7	154,835	0	0	Delegated Budget c/fwd	0
	<u>5,293,316</u>	<u>5,532,725</u>	<u>5,366,415</u>		<u>5,334,948</u>
8	320,500	173,774	173,774	Less Income	169,774
	<u>4,972,816</u>	<u>5,358,951</u>	<u>5,192,641</u>	Delegated Budget	<u>5,165,174</u>
				Non-Delegated Items	
9	7,573	5,817	(2,712)	Employees - FRS17 Pensions Adjustment	(2,645)
10	31,250	70,966	70,966	Central Support Service Recharges	102,383
11	258,495	257,249	257,249	Departmental Administration	250,897
12	137,740	130,969	130,969	Depot Recharge	130,969
13	29,111	29,112	29,112	Asset Charges	29,111
	<u>464,169</u>	<u>494,113</u>	<u>485,584</u>		<u>510,715</u>
14	1,933,695	1,999,935	1,999,935	Less Income	1,996,644
	<u>(1,469,526)</u>	<u>(1,505,822)</u>	<u>(1,514,351)</u>	Non-Delegated Budget	<u>(1,485,929)</u>
	<u>3,503,290</u>	<u>3,853,129</u>	<u>3,678,290</u>	TOTAL BUDGET	<u>3,679,245</u>
	3.0	3.0	3.0	Total No. of Staff	3.0

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

STREET SCENE

PUBLIC CONVENIENCES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	77,587	102,939	103,577	Employees	105,645
2	99,291	110,477	88,222	Premises	85,798
3	4,014	269	269	Supplies and Services	265
4	33,956	0	0	Delegated Budget c/fwd	0
	<u>214,848</u>	<u>213,685</u>	<u>192,068</u>		<u>191,708</u>
5	301	134	134	Less Income	134
	<u>214,547</u>	<u>213,551</u>	<u>191,934</u>	Delegated Budget	<u>191,574</u>
				Non-Delegated Items	
6	569	1,589	(741)	Employees - FRS17 Pensions Adjustment	(686)
7	48,198	52,229	52,229	Central Support Service Recharges	52,163
8	20,796	23,599	23,599	Departmental Administration	17,610
9	(1,342)	33,236	33,236	Repairs and Renewals	33,575
10	122,358	122,358	119,418	Asset Charges	119,418
	<u>190,579</u>	<u>233,011</u>	<u>227,741</u>	Non-Delegated Budget	<u>222,080</u>
	<u>405,126</u>	<u>446,562</u>	<u>419,675</u>	TOTAL BUDGET	<u>413,654</u>
	6.0	6.0	6.0	Total No. of Staff	6.0

Responsible Budget Holder

Assistant Head of Environmental Services (Local Environment Strategy)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure safety and serviceability for users of the council's highways and buildings facilities. To achieve this aim, the service:

- Maintains the highways infrastructure
- Provides a repairs, maintenance and refurbishment service to all education and civic buildings
- Undertakes new-build projects
- Provides a 24 hour emergency standby service for specified areas of the service (drainage, alarms, glazing)
- Manages the routine building maintenance budget.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Ensure that all children and young people in the city receive the best preparation and foundation for adult life.						
<p>Service Improvement Monitor the impact of the BSF and School Academy programme</p> <p>Corporate Risk Profile 17 BSF</p> <p>Risk Current council Facilities Management (FM) providers are not fully engaged in the procurement process for FM services</p> <p>Recommended Action Monitor the procurement process including the options appraisal to enable current council FM providers to effectively respond to the tendering process</p>	<p>Ensure the retention of services in-house through providing best value: Attend Corporate Working Group to influence BSF agenda</p> <p>Monitor impact of BSF programme on the value of council's Capital Programme work available to the Building Maintenance Service</p> <p>Develop FM interim arrangements for the Wave 2 existing school buildings in the BSF/ Academies Programme</p>	<p>Participate in any procurement of a FM package (building maintenance services) for new Wave 1 schools - schools will determine their individual requirements</p> <p>Wave 1 schools are: Biddick School Sports College, Castle View School, Hylton Red House School, Oxclose Community School, St Robert of Newminister School and Washington School</p>	<p>Methodology for negotiation of FM package for new Wave 2 schools has yet to be determined but is likely to follow a competitive tender process</p> <p>Building Maintenance will monitor developments via working group and plan response accordingly</p> <p>Wave 2 schools are: Monkwearmouth School, Hetton School, Farringdon School, Houghton Kepier School, Southmoor School, St Aidans School, Thornhill School, St Anthony's School and Venerable Bede School</p>	<p>Service retained in-house, loss of contracts will affect future staff numbers and potentially affect the local economy</p> <p>Thresholds negotiated for interim period - existing schools, (benchmarking of previous costs utilised to inform development of the best possible schedule of building maintenance rates for school customers)</p>	<p>Q1 - Q4 Attend meetings of BSF Corporate Working Group</p> <p>Q1 - Q4 Monitor budgetary impact of BSF on council's Capital Programme and workload of Building Maintenance Service</p> <p>Q1 - Q4 Undertake negotiations in respect of FM interim arrangements for BSF Wave 2 existing schools</p>	AHES (H&BM)

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional.						
<p>Service Improvement Renew the Highways Maintenance term contract in respect of highways general repairs and maintenance schemes</p> <p>Corporate Risk Profile 28 Financial Pressures</p>	Implementation of new contractual arrangements and associated performance/ reporting mechanisms	Project complete New contractual arrangements operating Performance Management Framework to monitor effectiveness in place		<p>Services retained in-house leading to retention of 80 jobs in the city that benefits the local economy</p> <p>Continuation of current contractual arrangement without embarking on a formal tendering process will provide value for money as there are significant costs and staffing resource associated with the tendering process</p> <p>Continuing high levels of customer satisfaction (as indicated by end of highway scheme questionnaires) will be retained</p>	<p>Q1 Implementation of new contractual arrangements</p> <p>Q2 - Q4 Monitor performance against new contractual arrangements</p> <p>Q1 - Q4 Conduct regular meeting with client to monitor agreed work programme and contractual arrangements</p>	AHES (H&BM)
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Improving the approach to communications						
<p>Service Improvement Improve service delivery and communication with customers</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to improve council communications</p>	<p>Monitor, review and evaluate service improvements (Building Maintenance Service)</p> <p>Develop publicity material in respect of this and distribute to customers</p>	<p>Project complete</p> <p>Customers informed as to efficient and effective operation of the Building Maintenance Service</p>		<p>Improved efficiency and customer satisfaction</p> <p>Maintain customer base in light of external market pressures</p>	<p>Q1 - Q4 Develop and circulate publicity materials to schools and all other clients in respect of service delivery achievements</p>	<p>AHES (H&BM)</p> <p>BOM</p>

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

A review of material procurement was completed during 2008/09. This involved an appraisal of the viability of the current stores operation. It considered various options to increased utilisation of the existing stores operation and the use of alternative procurement methods. The review concluded that existing procurement arrangements were the best option at the present time.

Work commenced to install vehicle tracking technology to Building Maintenance vehicles in November 2008. There will be ongoing monitoring and evaluation of the service improvements and efficiencies this realises during 2009/10.

The 2009/10 budget was set taking account of efficiency savings totalling £113,000, arising from:

- Maximisation of income earning opportunities (£100,000)
- General back office administrative efficiencies (£13,000).

FINANCIAL

HIGHWAYS MAINTENANCE

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Non-Delegated Items	
1	907,298	782,908	782,908	Verge Maintenance	805,858
2	965,036	1,026,014	1,026,014	Sweeping	1,011,628
3	219,442	220,076	220,076	Drainage Cleaning	220,999
4	749,217	753,845	753,845	Winter Maintenance	764,017
5	131,952	119,599	119,599	Central Support Service Recharges	67,883
	<u>2,972,945</u>	<u>2,902,442</u>	<u>2,902,442</u>	TOTAL BUDGET	<u>2,870,385</u>

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

BUILDING SERVICES SURVEYING

The Building Surveyors Section transferred to Community and Cultural Services from Development and Regeneration Property Services in November 2007. This involved the relocation of 14 staff.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	161,047	428,360	416,951	Employees	425,028
2	2,915	15,850	11,985	Transport	11,985
3	94	150	112	Supplies and Services	112
4	17,713	0	0	Delegated Budget c/fwd	0
	<u>181,769</u>	<u>444,360</u>	<u>429,048</u>		<u>437,125</u>
5	181,769	462,368	444,163	Less Income	444,163
	<u>0</u>	<u>(18,008)</u>	<u>(15,115)</u>	Delegated Budget	<u>(7,038)</u>
				Non-Delegated Items	
6	0	18,008	(8,397)	Employees - FRS17 Pensions Adjustment	(7,774)
7	0	0	0	Central Support Service Recharges	3,641
8	0	0	0	Departmental Administration	11,171
	<u>0</u>	<u>18,008</u>	<u>(8,397)</u>	Non-Delegated Budget	<u>7,038</u>
	<u>0</u>	<u>0</u>	<u>(23,512)</u>	TOTAL BUDGET	<u>0</u>
	4.5	14.0	14.0	Total No. of Staff	14.0

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide fleet management services across the council. To achieve this aim, the service:

- Undertakes the acquisition, hire and licensing of the council fleet in accordance with the Goods Vehicles (Licensing of Operations) Act 1995
- Ensures that the council fleet meets the authority's needs in an effective and efficient way
- Provides fuel for all council vehicles and plant
- Minimises the impact of the council's vehicle fleet on the environment
- Reviews facilities afforded within depots to ensure they adequately support front-line services.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP	Reduce the mileage travelled by council vehicles that have vehicle tracking technology installed	n/a	n/a	n/a	New Target	Establish baseline	Awaiting baseline
OP	Savings realised from the contract hire of mechanical road sweepers	n/a	£60,000	£29,000	No - but revised contract has reduced the number of vehicles (4) required to operate the same level of service	n/a	n/a

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Achieving cashable efficiency savings						
<p>Service Improvement Introduction of vehicle tracking technology</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to provide services in most efficient, economic, and sustainable way</p>	<p>Install in all suitable CCS vehicles.</p> <p>Share performance data with directorates who currently do not use the technology in their vehicles so that they can make an informed decision as to the benefits of installation</p>	<p>Following review of benefits of installation in 2009/10 install in additional council vehicles in agreement with service managers</p> <p>Analyse performance data and share with service managers who do not currently use the technology in their vehicles so that they can make an informed decision as to whether they would wish to install in their service vehicles</p>	<p>Evaluate the impact of the introduction of vehicle tracking technology into the council fleet and provide a report on the outcomes realised</p>	<p>Service improvement with associated efficiency gains (to be measured via use of an operational performance indicator to measure the reduction in mileage travelled by council vehicles - baseline to be established in 2009/10)</p> <p>Corporate and directorate cashable efficiency savings delivered from reduction in fuel consumption and reduced vehicle mileage</p>	<p>Q1 & Q3 Provide performance evaluation reports</p> <p>Q4 Complete installation of vehicle tracking technology in all suitable CCS vehicles</p>	TrSM

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Implement key actions from the Tyne and Wear Chief Executives Transport Efficiency Group</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to provide services in most efficient, economic, and sustainable way</p>	<p>Implement key actions (if agreed by the partner authorities) from the Tyne and Wear Chief Executives Transport Efficiency Group (Joint Authority procurement via the North East Purchasing Organisation (Nepo))</p> <p>Consider setting up a procurement arrangement through Nepo in conjunction with other Tyne and Wear authorities for specialist vehicle bodies and equipment that are common to all authority vehicle fleets</p>	<p>Monitor and evaluate the impact of the project from contracts agreed for disposal of vehicle chassis and short-term contract hire</p> <p>Dependent on successfully agreeing a procurement contract in 2009/10 for specialist vehicle bodies and equipment evaluate savings made</p>	<p>Project Complete</p> <p>All agreed deliverables arising from the project implemented</p>	<p>Deliverables determined</p> <p>Actions implemented</p> <p>Corporate and Directorate cashable efficiency savings delivered - contracts in relation to disposal of chassis bodies, short-term contract hire and if successfully implemented specialist vehicle bodies and equipment</p>	<p>Q1 Sign-off of report from the Tyne and Wear Chief Executives Transport Efficiency Group</p> <p>Q2 - Q4 Implementation of agreed actions</p>	TrSM
<p>CORPORATE IMPROVEMENT PRIORITY 7 Objective : Build organisational leadership and capacity</p>						
<p>Service Improvement Meeting Drivers Certificate of Professional Competence (CPC) requirements</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to develop and invest in our staff to deliver first class services</p>	<p>Determine the number of council drivers required to complete accredited training</p> <p>Identify suitable accredited training agency to deliver the training courses</p>	<p>Delivery of accredited training programme</p>	<p>Evaluate progress of accredited training programme in 2010/11 to inform training requirements for 2011/12</p> <p>Provide accredited training programme (all council drivers to be accredited by 2014)</p>	<p>All council drivers trained and accredited to the requirements of the DCPC regulations</p> <p>Continuous professional development of council employees</p> <p>Improved workforce satisfaction with the council</p>	<p>Q2 Determination of number of drivers required to undergo training</p> <p>Q4 Suitable accredited training body identified</p>	TrSM

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Recommended Action Support the building of skills and capacity within the organisation for change and modernisation						

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service is responsible for overseeing the introduction of vehicle tracking technology into the council vehicle fleet. Work commenced on installation to Building Maintenance and some Cleansing vehicles in November 2008/09 and will be extended to all suitable CCS vehicles in 2009/10. There will be ongoing monitoring and evaluation of the service improvements and efficiencies realised. This information will be shared with other directorates to allow them to make an informed decision as to the benefit of installation of the technology in their vehicles.

The service has been representing the council at the Tyne and Wear Chief Executives Transport Efficiency Group Project Board. The group has been working to identify potential efficiencies from undertaking joint local authority procurement via Nepo. Contracts have been awarded for the disposal of vehicle chassis and short-term contract hire. Further key actions (if agreed by partner authorities) will be implemented during 2009/10. There will be ongoing monitoring and evaluation of the impact of the project.

The service is a member of the Association of Public Service Excellence Performance Networks. It is also represented at the North East Transport Managers Group. This affords the opportunity to share best practice with other transport services and benchmark matters such as, weekly hire rates for different vehicle types and MOT data. A major benefit of this group is that it allows the free transfer of information between the member Authorities.

The service is continuing to monitor developments in respect of bio-diesel to ensure that the council is best placed to take advantage of industry developments (bio-diesel reduces carbon emissions through the introduction of renewable resources).

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
Delegated Items					
1	496,596	502,339	521,499	Employees	512,249
2	66,321	65,228	4,864	Premises	4,923
3	1,229,842	1,096,334	1,206,639	Transport	1,151,839
4	93,411	22,449	21,184	Supplies and Services	22,128
	<u>1,886,170</u>	<u>1,686,350</u>	<u>1,754,186</u>		<u>1,691,139</u>
Less Income					
5	212,494	73,048	123,048	Income	74,509
6	1,200	0	0	Delegated Budget c/fwd	0
	<u>213,694</u>	<u>73,048</u>	<u>123,048</u>		<u>74,509</u>
	<u>1,672,476</u>	<u>1,613,302</u>	<u>1,631,138</u>	Delegated Budget	<u>1,616,630</u>
Non-Delegated Items					
7	11,423	0	0	FRS17	0
8	74,947	61,068	61,068	Central Support Service Recharges	67,120
9	36,854	0	0	Departmental Administration	0
10	8,148	6,427	6,427	Depot Recharge	6,427
11	9,043	8,315	8,315	Asset Charges	8,315
	<u>140,415</u>	<u>75,810</u>	<u>75,810</u>		<u>81,862</u>
12	<u>1,472,941</u>	<u>1,689,112</u>	<u>1,689,112</u>	Less Income	<u>1,698,492</u>
	<u>(1,332,526)</u>	<u>(1,613,302)</u>	<u>(1,613,302)</u>	Non-Delegated Budget	<u>(1,616,630)</u>
	<u>339,950</u>	<u>0</u>	<u>17,836</u>	TOTAL BUDGET	<u>0</u>
	20.0	20.0	20.0	Total No. of Staff	20.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide a range of operational services, strategic guidance and advice to customers, stakeholders and partners across the city. To achieve this aim, the service:

- Promotes a holistic approach to the promotion of health and lifestyle choices
- Provides strategic advice and guidance to all customers and stakeholders relating to operational services
- Provides and enables high quality nutritionally balanced meals across the community and in schools
- Provides a high quality catering service to civic buildings, events and the community
- Provides a responsive internal building cleaning service to a range of schools and civic buildings.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
APSE 03	Free Meal uptake - Total	79.60%	75.50%	77.90%	Yes	78.00%	Tbc
APSE 04	Free meal uptake - Primary Schools	90.20%	86.00%	86.90%	Yes	86.50%	Tbc
APSE 06a	Free Meal uptake - Secondary Schools	57.50%	53.00%	60.00%	Yes	58.00%	Tbc
APSE 07	Paid Meal uptake Total	34.50%	38.00%	32.40%	No - still experiencing a downturn in meal numbers, nutritional guidelines as well as parents cutting back on expenditure, or providing packed lunches	35.00%	Tbc
APSE 08	Paid Meal uptake - Primary Schools	42.60%	45.00%	38.30%	No - decline in economy, parents cutting back expenditure on school meals (providing packed lunches for their child)	43.00%	Tbc
APSE 10	Paid Meal uptake - Secondary Schools	21.70%	21.50%	23.20%	Yes	25.00%	Tbc
APSE 20b	% staff absence - excluding long term (front line)	3.95%	3.00%	1.22%	Yes	3.50%	2.00%
APSE 23	Sq. mtr cleaned per hour - primary	0.65	0.73	0.67	No - although figures have exceeded previous years actual, schools budgets have led to reduced cleaning frequencies and sq mtr cleaned	0.73	0.67
APSE 06	Cleaning material costs as a % of the total service	2.70%	2.70%	2.70%	Yes	2.70%	2.70%
OP	Food in Schools Team - no. of schools with whole school food policies	49	60	86	Yes	70	95
OP	No. of schools achieving the healthy eating core theme within the healthy schools programme	50%	60%	73%	Yes	Replaced by Indicator below in relation to Healthy Schools Status	
OP	No of schools achieving Healthy Schools Status	n/a	n/a	41%	n/a	75%	87%%
NI 52	Take up of School Meals	n/a	n/a	n/a	New National Indicator	43.5%	Tbc

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 2 AND 4</p> <p>Objectives: - Reduce the incidence of lifestyle choices that have a clear link with poor health, particularly lack of exercise, obesity, smoking and alcohol misuse.</p> <p>- Ensure that all children and young people in the city receive the best preparation and foundation for adult life.</p>						
<p>Service Improvement</p> <p>Development and promotion of the school meals service to meet the national nutritional standards for school food</p> <p>Corporate Risk Profile 6</p> <p>Outcomes for Children and Young People</p> <p>Risk</p> <p>Failure to strengthen engagement with key partners</p> <p>Recommended Action</p> <p>As part of the Prevention Strategy, engage schools as key partners in linking attainment to the Every Child Matters outcomes which are:</p> <ol style="list-style-type: none"> 1. Be Healthy 2. Stay Safe 3. Enjoy & Achieve 4. Make a Positive Contribution 5. Achieve Economic Well-being 	<p>Influence the adoption of healthier lifestyles amongst Sunderland's citizens through:</p> <p>Revise the Service Level Agreements with Consortium Schools to develop a partnership approach to promoting school meal uptake</p> <p>Review the Healthy Schools delivery strategy and target those schools that need support in achieving Healthy School Status</p> <p>Develop the Food In Schools Programme in line with the review of child obesity services and Sunderland's Strategic Priorities</p>	<p>Review performance and evaluate the development of the service in line with the expectations of the Child Obesity Strategy, the Child Obesity Management Group and strategic priorities</p> <p>Evaluate the agreements with schools to promote meal uptake, implementing appropriate agreed actions</p> <p>Work in partnership with Children's Services and schools to ensure achievement of Healthy School Status for all schools in Sunderland</p>	<p>Review performance and evaluate the development of the service in line with the expectations of the Child Obesity Strategy, the Child Obesity Management Group and strategic priorities</p> <p>Review the impact of the DCSF School Lunch Grant and develop strategies for future service development in line with national government</p> <p>Assist schools in the audit reassessment process to maintain the Healthy School Status</p> <p>Work with schools to achieve the Health Outcome targets which are to be developed nationally</p>	<p>Meet the national nutritional standards for school food</p> <p>Increased uptake of healthier school meals</p> <p>Contribute to achievement of targets for: NI55 - Obesity in primary school age children in Reception NI56 - Obesity in primary school age children in Year 6</p> <p>Achieve target for NI 52 - Take up of school meals (target 43.50% in 2009/10)</p> <p>National targets 100% achievement of those schools engaged by 2010</p>	<p>Q1 - Q4 Continue to measure performance against targets set within the plan, monitoring outcomes on a quarterly basis</p> <p>Q2 - Q4 Introduction of nutrient standards in Secondary schools. Monitor meal uptake in secondary schools following the introduction of the nutrient standards in Sept 2009</p> <p>Q1 - Q4 Look to secure funding for the Food in Schools Programme from Aug 2009</p> <p>Q1 - Q2 Achievement of Healthy Schools Programme for all schools. Engage 50% of those disengaged schools (14)</p>	<p>AHCS (FM) S&SSSM OM</p>

FACILITIES MANAGEMENT

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

An external review of the Food in School Team funding initiatives has been completed during 2008/09. This together with the outcome of the Child Obesity Pathway of Care (management and care of obese or overweight children) undertaken in partnership with Sunderland Teaching Primary Care Trust will inform future development of the service. Review findings will be used to seek future funding to support the forthcoming work of the team as the current funding regime ends in September 2009.

Building Cleaning business has steadily improved during 2008/09, for example the service has partial responsibility for cleaning responsibilities within the Sunderland Aquatic Centre. The service will look to secure further business opportunities and is undertaking discussions with other local authorities to inform on the best way to plan future service provision and improvement. The service subject to legal approval will seek to provide services to the private sector in 2009/10.

The Commercial Catering service is seeking new business opportunities including catering within leisure facilities. Café facilities have been developed at Sunderland Aquatic Centre and the service will engage with Culture and Tourism in 2009/10 with a view to managing external catering vendor units for the main event programmes.

Discussions have been taking place with Health, Housing and Adult Services to introduce a service level agreement (SLA) for the Meals at Home Service. The service will review the administrative requirements of the SLA with a view to developing an ICT based administration system in summer 2009.

The operational climate for the Schools Meals service remains challenging. The service has experienced a downturn in meal numbers as new nutritional guidelines are introduced and parents cut back on expenditure, or provide packed lunches. The impact has been most noticeable in uptake of paid school meals in primary schools (decline of 6.70% 2006/07 to 2007/08). However free school meal uptake improved in 2007/08 when compared to 2006/07 (primary schools increase of 0.90%, secondary schools increase of 7.00%) and paid meal uptake in secondary schools did record an increase of 1.70%.

From April 2008 the School Meal service was required to start collecting data to report against the new national indicator NI 52 Take up of school lunches included in the New Performance Framework for Local Government and Local Authority Partnerships. The service has always compared school meal uptake figures both from an internal and historic perspective and in future this data will inform the target setting for the new indicator.

The service undertakes benchmarking with other local authorities and is part of the Association of Public Service Excellence Performance Networks that allows the comparison of performance against other national and local authorities. Networking groups are used to monitor those services within the top quartile position and to seek out best practice from those.

Against the 15 authorities in the APSE benchmarking group the average cost per meal of £2.05 compares to an average cost of £2.46.

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	699,558	283,269	689,560	Employees	695,566
2	191,081	181,734	197,415	Premises	198,721
3	8,531	2,400	7,062	Transport	6,062
4	372,165	219,089	380,899	Supplies and Services	380,955
5	16,708	12,933	12,933	Third Party Payments	16,000
6	115,926	55,763	50,446	Contribution to Trading Service	56,456
7	81,241	0	0	Delegated Budget c/fwd	0
	<u>1,485,210</u>	<u>755,188</u>	<u>1,338,315</u>		<u>1,353,760</u>
8	1,196,375	541,297	1,127,447	Less Income	1,141,006
	<u>288,835</u>	<u>213,891</u>	<u>210,868</u>	Delegated Budget	<u>212,754</u>
				Non-Delegated Items	
9	16,568	6,085	(2,886)	Employees - FRS17 Pensions Adjustment	(6,370)
10	40,944	41,119	41,119	Central Support Service Recharges	52,137
11	141,129	147,282	147,282	Departmental Administration	137,623
12	8,005	7,200	7,200	Depot Recharge	7,200
13	9,189	9,189	9,189	Asset Charges	9,189
	<u>215,835</u>	<u>210,875</u>	<u>201,904</u>		<u>199,779</u>
14	277,231	283,176	283,176	Less Income	303,411
	<u>(61,396)</u>	<u>(72,301)</u>	<u>(81,272)</u>	Non-Delegated Budget	<u>(103,632)</u>
	<u>227,439</u>	<u>141,590</u>	<u>129,596</u>	TOTAL BUDGET	<u>109,122</u>
	44.5	15.0	44.5	Total No. of Staff	44.5

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to facilitate a network of local centres through which the council and its partners provide services. To achieve this aim, the service

- Provides advice and support to local residents regarding council services
- Directs users to local and voluntary agencies through Area Forums
- Engages with the community to provide a range of activities that reflect local needs
- Supports the operation and development of area based facilities providing opportunities for all age ranges and all interest groups in the community
- Supports developmental work in respect of geographical communities and communities of interest
- Offers an advisory role for externally funded projects and staff, supporting community capacity-building and community development.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Everyone in Sunderland will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development.						
Service Improvement Identify services that could be provided at the Hetton Centre and Bunnyhill Customer Service Centre's following a gap analysis in respect of the Extended Services Programme	Delivery of programme of joint activities in agreed delivery areas (adult learning courses, social activities, health and access to childcare) Undertake a review and evaluation of 2009/10 service provision to inform the future content of programme	Using lessons learnt from 2009/10 review, deliver joint activities in agreed delivery areas for 2010/11 Undertake a review and evaluation of 2010/11 service provision to inform the future content of programme	Using lessons learnt from 2010/11 review, deliver joint activities in agreed delivery areas for 2011/12 Review and evaluate service provision to inform future content of programme	A full programme of activities will be offered in each area in partnership with Extended Services. This will result in increased access to a wide range of provision	Q1 - Q4 Programme of joint activities established and being delivered in agreed areas Q1 - Q4 Conducting ongoing review and evaluation of activities to inform content of evolving programme	BHCM HCM
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Enable local people and groups to engage with partners and influence the development of responsive local services.						
Service Improvement Extend the Northern Area Initiative Forum (a meeting of community, voluntary and private organisations that deliver community activities in the North Area	Meet community aspirations through the development of activities that meet the needs of all sectors of the community	Increase the number of activities provided that meet the needs of all sectors of the community	Support the review of activities provided to ensure that they continue to meet the needs of all sectors of the community and that they develop in accordance with community aspirations	Increased community/public participation in working groups that will influence the development of activities that meet the aspirations of the local community	Q1 - Q4 Attend working group meetings of all interested stakeholders Q1 - Q4 Range of initiatives/ activities developed to encompass all age groups and abilities	BHCM

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Corporate Risk Profile 10 Inclusive Communities</p> <p>Risk Failure to effectively consult and engage with the community</p> <p>Service Improvement Mitigate the effect of potential funding reductions on service provision in the Coalfield area</p> <p>Corporate Risk Profile 19 External Funding</p> <p>Risk Failure to maximise external funding to support strategic objectives</p> <p>Recommended Action Undertake annual review of funding opportunities to support strategic objectives and set targets for the attraction of funds. Prioritise management of external funding to meet corporate objectives</p>	<p>Develop joint funding bids to ensure sustainability: Implement smarter working practices between Easington Lane Community Access Point, Houghton Racecourse Community Access Point and the Hetton Centre to ensure sustainability of service provision. This will include undertaking joint funding bids to secure a long-term future for projects and prevent duplication of services</p> <p>Work with Hetton Town Trust to enable it to become financially self-sufficient. Attend monthly meetings of the Hetton Town Trust to provide advice and guidance</p> <p>Support the identification of funding opportunities</p>	<p>Dependent on successful outcome of funding bids develop joint programme of activities (training, childcare provision and community learning) for 2010/11 and undertake further joint funding bids where applicable to ensure sustainability of activities provided</p>	<p>Development of joint programme of activities for 2011/12 will be dependent on success of funding bids</p>	<p>Increase in number of initiatives in the Forum area to provide a full range of activities across all age groups</p> <p>Mitigate the effect of potential funding reductions on service provision in the Coalfield area</p> <p>Each centre will be equipped to offer specific services and operate a referral system between them. This will maximise the services on offer e.g. training, childcare provision and community learning and minimise the number of funding bids in the area for the same pots of money</p>	<p>Q1 - Q4 Submit bids to appropriate funding bodies to secure funding for key activities in each centre</p>	<p>HCM</p>

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Hetton Centre is working in partnership with Easington Lane and Houghton Racecourse Community Access Points to mitigate the potential impact of funding reductions on service provision in the Coalfield Area. Partner meetings have been established and work is now ongoing to develop joint funding bids to prevent duplication in bidding for the same pots of money. This will ensure that each centre will be equipped to offer specific services and they will operate a referral system between them. This will maximise the services on offer e.g. Training, Childcare Provision and Community Learning.

Bunnyhill Centre is supporting Sunderland North Community Business Centre (SNCBC) to become financially self-sufficient and develop its role in respect of its delivery responsibilities for the Community Development Plan in the north of the city. Service Level Agreements have been put in place and six monthly reviews are taking place to monitor performance. The six monthly review has taken place and it is anticipated that all performance criteria will be met when the annual review is carried out.

Both Hetton Centre and Bunnyhill are working with the Extended Schools Project to provide joint programmes of activity in their respective areas. Bunnyhill has worked with service providers to ensure that activities provided by Extended Schools and Area Facilities are publicised and advertised. There was a successful SIB funding bid for workshops arranged through SNCBC. At Hetton Centre partnership working has been undertaken with Hetton School to provide joint enrolment and publicity for adult courses (Hetton Centre - daytime courses, Hetton School - evening courses). This is resulting in increased access to a wider range of service provision. Ongoing review and evaluation will take place to inform future programme development.

The 2009/10 budget was set taking account of efficiency savings totalling £45,000 arising from a review of workforce arrangements.

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	177,475	191,890	193,399	Employees	151,220
2	184,483	191,663	217,410	Premises	197,767
3	95,655	33,241	29,269	Supplies and Services	29,261
4	49,794	0	0	Delegated Budget c/fwd	0
	<u>507,407</u>	<u>416,794</u>	<u>440,078</u>		<u>378,248</u>
				Less Income	
5	178,842	118,929	118,929	Income	118,929
6	2,075	0	0	Delegated Budget b/fwd	0
	<u>180,917</u>	<u>118,929</u>	<u>118,929</u>		<u>118,929</u>
	<u>326,490</u>	<u>297,865</u>	<u>321,149</u>	Delegated Budget	<u>259,319</u>
				Non-Delegated Items	
7	7,232	3,671	(1,711)	Employees - FRS17 Pensions Adjustment	(1,584)
8	72,069	42,949	42,949	Central Support Service Recharges	46,003
9	2,977	3,418	3,418	Departmental Administration	3,589
10	25,505	15,008	15,008	Repairs and Renewals	9,287
11	10,453	10,708	10,708	Grounds Maintenance	10,902
12	29,919	29,919	29,919	Asset Charges	29,919
	<u>148,155</u>	<u>105,673</u>	<u>100,291</u>		<u>98,116</u>
13	<u>161,184</u>	<u>166,672</u>	<u>166,672</u>	Less Income	<u>348,719</u>
	<u>(13,029)</u>	<u>(60,999)</u>	<u>(66,381)</u>	Non-Delegated Budget	<u>(250,603)</u>
	<u>313,461</u>	<u>236,866</u>	<u>254,768</u>	TOTAL BUDGET	<u>8,716</u>
	9.0	9.0	9.0	Total No. of Staff	7.0

Responsible Budget Holder
Area Offices Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to underpin the front-line activities of the Community and Cultural Services (CCS) directorate by providing specialist expertise in the areas of Human Resources; Financial Management; Directorate Support and Asset Management. To achieve this aim, the service:

- Co-ordinates the council's committee cycle processes on behalf of the directorate, offering advice, guidance and support in line with the Council Constitution
- Co-ordinates directorate activity with regard to Governance Arrangements, Health and Safety, Risk Management, Training and Development and Business Continuity Planning
- Ensures the effective facility management of Jack Crawford House, South Hylton House and Parsons Depot
- Manages the directorate wide application of the council's Human Resources policies and procedures
- Maintains effective absence management procedures to achieve consistently low levels of sickness absence and promotes wellness across the directorate
- Ensures an effective budgetary monitoring and financial planning system.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Transform services through the Business Improvement Programme						
<p><u>Service Improvement</u> Carry out a review of service provision to meet customer priorities</p> <p><u>Corporate Risk Profile 2</u> Improvement Agenda</p> <p><u>Risk</u> Failure to provide services in most efficient, economic, and sustainable way</p>	<p>Monitor and evaluate any changes made to service support and delivery covering:</p> <ul style="list-style-type: none"> - Human Resources - Business Support - Finance and Accounts 	<p>Review of systems to ensure good working practices continue to be adopted and VFM is achieved</p>	<p>Project complete</p> <p>Service delivery aligned with customer aspirations and providing VFM</p>	<p>Improve the customer experience and secure efficiencies through use of new technologies, improved processes, customer focus and redesigned services</p>	<p>Q3 Feedback on current service provision and performance to enable process step changes to be mapped out in Q4</p>	<p>SSC</p>
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Achieve cashable efficiency savings						
<p><u>Service Improvement</u> Implementation of the Council's new procurement arrangements (Supplier Relationship Management system)</p> <p><u>Corporate Risk Profile 21</u> Commissioning / Procurement</p>	<p>Assist in the development and introduction of the SAP SRM product to facilitate the e-procurement of goods and services on-line to replace the existing methods.</p> <p>Key Actions include:</p> <ul style="list-style-type: none"> ▪ Produce a CCS Directorate Catalogue 	<p>Monitor and review the efficiencies achieved from the introduction of the new procedures and processes</p>	<p>Review performance of the Supplier Relationship Management system and introduce version amendments where to provide continuous improvement to the process</p>	<p>e-procurement operational and improved systems in place for ordering of goods/supplies and payment of invoices</p>	<p>Q3 Preparation of e-catalogue for all supplies and services</p> <p>Q4 Full implementation of SRM across CCS Directorate</p>	<p>MA</p>

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Risk Fail to ensure that value for money is achieved through the procurement process</p> <p>Recommended Action Electronic procurement to be further developed to include:</p> <ul style="list-style-type: none"> ▪ SAP SRM ▪ Purchase cards ▪ e invoicing ▪ e tendering 	<ul style="list-style-type: none"> ▪ Commence a CCS pilot project ▪ Identify service 'shoppers' and 'approvers' ▪ Undertake a review of SAP licences ▪ Eliminate manual ordering systems 			Corporate and directorate cashable efficiency savings delivered (to be determined during the course of project)		
<p>CORPORATE IMPROVEMENT PRIORITY 8 Objective : Implement a modern and fair recruitment structure and implement modern HR and Payroll processes</p>						
<p>Service Improvement Managing the introduction of the new corporate SAP Human Resources and Payroll Management system into CCS</p> <p>Corporate Risk Profile 12 Human Resources</p> <p>Risk Lack of quality HR performance data to inform management decisions</p> <p>Recommended Action Development of HR payroll phase 2 to provide further accurate management information</p>	Effectively implement the Manager 'Self-Service' module of the new HR system	Effectively implement the Employee 'Self-Service' module, which enables all employees to amend their personal details on-line and make application for annual leave	Project complete	<p>Improved processes and systems associated with the implementation of Phase 2 of the SAP HR/payroll system</p> <p>More accessible, efficient and effective service delivered that minimises the resource required to manage the system</p>	Q3 Service implementation assessment complete with agreed delivery timescales	HRM

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service pro-actively considers opportunities for delivering efficiency savings, and supports ongoing corporate efficiency reviews to ensure that the directorate maximises its contribution to efficiency savings.

The Accounts Section within Support Services is reviewing its business processes in relation to purchase orders with a view to adoption of more efficient processes through use of the Supplier Relationship Management system and the implementation of the council wide e-Procurement initiative. This change will be phased in between February and October 2009 with a further review of purchasing activities undertaken from October 2009 to March 2010.

The 2009/10 budget was set taking account of efficiency savings totalling £69,000, arising from general back office related administrative efficiencies.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	1,064,950	1,113,193	1,100,632	Employees	1,081,224
2	197,478	380,079	346,805	Premises	301,150
3	19,645	7,500	7,500	Transport	9,193
4	159,732	124,308	152,519	Supplies and Services (inc Catering Contract)	109,144
5	19,479	20,328	20,328	Third Party Payments	20,735
6	586	587	587	Civil Defence	545
7	215,383	0	0	Delegated Budget c/fwd	0
	<u>1,677,253</u>	<u>1,645,995</u>	<u>1,628,371</u>		<u>1,521,991</u>
8	7,386	5,827	5,827	Less Income	5,944
	<u>1,669,867</u>	<u>1,640,168</u>	<u>1,622,544</u>	Delegated Budget	<u>1,516,047</u>
				Non-Delegated Items	
9	(104,044)	0	0	Employees - FRS17 Pensions Adjustment	0
10	147,413	117,374	117,374	Central Support Service Recharges	122,528
11	199,714	197,581	197,581	Departmental Administration	159,221
12	36,851	39,100	39,100	Repairs and Renewals	24,194
13	10,082	10,081	10,081	Asset Charges	10,082
	<u>290,016</u>	<u>364,136</u>	<u>364,136</u>		<u>316,025</u>
14	2,030,343	2,003,717	2,003,717	Less Income	1,831,527
	<u>(1,740,327)</u>	<u>(1,639,581)</u>	<u>(1,639,581)</u>	Non-Delegated Budget	<u>(1,515,502)</u>
	<u>(70,460)</u>	<u>587</u>	<u>(17,037)</u>	TOTAL BUDGET	<u>545</u>
	34.0	35.5	35.0	Total No. of Staff	34.0

Responsible Budget Holder
Management Accountant

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Martin Lancaster, Support Services Co-ordinator Tel: (0191) 561 7931.

NEIGHBOURHOOD AND STREET SERVICES

CORONER'S COURT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to hold inquests into deaths within the City of Sunderland, as required by law. The service is now located at the Civic Centre.

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	49,747	46,232	46,667	Employees	47,605
2	454,626	331,915	331,915	Supplies and Services	401,642
3	(132,943)	0	0	Delegated Budget c/fwd	0
	<u>371,430</u>	<u>378,147</u>	<u>378,582</u>	Delegated Budget	<u>449,247</u>
				Non-Delegated Items	
4	2,471	2,004	(934)	Employees - FRS17 Pensions Adjustment	(865)
5	7,545	4,794	4,794	Central Support Service Recharges	4,296
6	0	3,500	3,500	Departmental Administration	5,000
	<u>10,016</u>	<u>10,298</u>	<u>7,360</u>	Non-Delegated Budget	<u>8,431</u>
	<u>381,446</u>	<u>388,445</u>	<u>385,942</u>	TOTAL BUDGET	<u>457,678</u>
	1.0	1.0	1.0	Total No. of Staff	1.0

Responsible Budget Holder
Coroner

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to undertake the council's statutory duty as a Burial and Cremation Authority by providing burial services via ten cemeteries and three churchyards, and cremation services at the crematorium in Sunderland. To achieve this aim, the service:

- Provides management, regulation and control of the council's cemeteries and crematorium
- Provides efficient and effective administrative functions and customer services
- Ensures that the crematorium continues to comply with pollution abatement measures
- Progresses memorial inspections and remedial works as appropriate.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
CCOP1	No. of burial sites available	10	10	10	Yes	10	10
CCOP4	Compliance with EPA Standards	Standard Achieved	Standard Achieved	Standard Achieved	Yes	Standard Achieved	Standard Achieved

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional.						
Service Improvement Installation of mercury scrubbing equipment at Sunderland Crematorium to comply with mercury emission regulations	Undertake procurement and award contract	Installation of filtration equipment	Project complete Monitor and evaluate benefits of the project	Provide environmental improvements in the city by achieving the target of a 50% reduction in mercury emissions by 2012	Q1 Finalise detailed specification Q2 - Q4 Procurement exercise to select a suitable contractor to undertake the installation of filtration equipment Q4 Appointment of successful contractor	C&CM
Service Improvement Progress the programme of memorial safety	In Municipal Cemeteries and Closed Churchyards commence programme of re-inspections using new ICT database which has been informed by a risk analysis of individual memorial conditions following completion of original inspection programme	Review and evaluate 2009/10 inspection programme (plan any missed inspections for 2010/11)	Review and evaluate 2010/11 inspection programme (plan any missed inspections for 2011/12)	Reduction in potential safety risks to visitors and staff Improvement in the general appearance of cemeteries	Q1 - Q4 Undertake planned monthly programme of inspections using schedules generated by ICT database	C&CM

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
		Update ICT database and amend risk analysis of individual memorials where appropriate (annual or five yearly inspection)	Update ICT database and amend risk analysis of individual memorials where appropriate (annual or five yearly inspection)	Compliance with health and safety regulations		
		Undertake programme of inspections planned for 2010/11	Undertake programme of inspections planned for 2011/12			
Service Improvement						
Identification of a new cemetery to service the requirements of the Washington area	Undertake acquisition of land (if suitable site identified) Establish any newly acquired site (installation of footpaths, roadways and appropriate utilities)	Project complete Burial areas allocated, paths and roadway installed. Water and drainage services in place Cemetery operational		Continuity of provision of burial plots to service demand in the Washington Area for a minimum of 25 years	Q1 Consider report from Head of Planning in respect of the location of a new cemetery Q2 - Q4 Undertake work required to establish new cemetery in Washington	C&CM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

To meet legislative requirements in relation to mercury emissions; a crematorium plant upgrade will be required by April 2012 at the latest. Installation of filtration equipment at the crematorium will help the council to achieve the target of a 50% reduction in such emissions. Failure to meet emission targets will leave local authorities facing surcharges from Defra for cremation emissions above the statutory target. The service undertook research into the most suitable plant to comply with the regulations during 2007/08 and has developed a procurement specification during 2008/09. A procurement process will be undertaken in 2009/10 to appoint a contractor to undertake the upgrade with installation likely to be during 2010/11.

The service has progressed a programme of memorial inspections in municipal cemeteries and closed churchyards during 2008/09. An ICT database has now been developed to generate schedules for a programme of re-inspections that will commence in 2009/10. This ongoing programme will ensure that the council continues to comply with health and safety regulations and ensure that visitors to and staff working in cemeteries remain free from risk of injury. The inspection programme has also improved the general appearance of the city's cemeteries.

The service has Charter for the Bereaved accreditation which demonstrates that it meets industry standards (best practice) in service delivery to customers. The Charter is to be reviewed in 2009/10 and any necessary changes to service delivery processes to ensure continued compliance will be undertaken. The service has carried out an evaluation of the Customer Service Excellence Standard that has replaced the existing Charter Mark Standard and will seek accreditation to the new standard.

In 2008/09 Cemetery, Cremation and Mortuary Services estimated costs place Sunderland in Lower Median Quartile (upper = higher cost, lower = lower cost) for the Audit Commission Value for Money (VFM) RA profiles, when compared to other metropolitan local authorities (14th). This represents a marginal improvement from 2007/08 when the service was also in Lower Median Quartile for estimated cost, but Sunderland ranked 15th.

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

When compared to nearest neighbour authorities for 2008/09 (a group of local authorities nationally who have a similar VFM profile), Sunderland is in the Lower Quartile, as it was in 2007/08. However, this represents a marginal improvement again as Sunderland ranks 3rd compared with 4th 2007/08.

The 2009/10 budget was set taking account of efficiency savings totalling £45,000 arising from:

- Maximisation of income earning opportunities (£43,000)
- General back office administrative efficiencies (£2,000).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	369,469	285,939	288,249	Employees	289,432
2	169,180	156,733	165,328	Premises	168,597
3	7,162	1,477	1,477	Transport	1,477
4	102,608	64,800	63,780	Supplies and Services	77,623
	<u>648,419</u>	<u>508,949</u>	<u>518,834</u>		<u>537,129</u>
				Less Income	
5	1,779,056	1,740,190	1,740,190	Income	1,813,034
6	21,794	0	0	Delegated Budget c/fwd	0
	<u>1,800,850</u>	<u>1,740,190</u>	<u>1,740,190</u>		<u>1,813,034</u>
	<u>(1,152,431)</u>	<u>(1,231,241)</u>	<u>(1,221,356)</u>	Delegated Budget	<u>(1,275,905)</u>
				Non-Delegated Items	
7	12,757	9,516	(4,436)	Employees - FRS17 Pensions Adjustment	(4,108)
8	132,605	124,554	124,554	Central Support Service Recharges	132,867
9	71,955	66,436	66,436	Departmental Administration	64,011
10	110,535	76,243	76,243	Repairs and Renewals	76,243
11	718,613	647,837	647,837	Grounds Maintenance	659,546
12	116,249	130,650	116,250	Asset Charges	114,041
	<u>1,162,714</u>	<u>1,055,236</u>	<u>1,026,884</u>	Non-Delegated Budget	<u>1,042,600</u>
	<u>10,283</u>	<u>(176,005)</u>	<u>(194,472)</u>	TOTAL BUDGET	<u>(233,305)</u>
	13.0	10.0	10.0	Total No. of Staff	10.0

Responsible Budget Holder

Cemeteries and Crematorium Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide specialist support in areas of project management, strategic planning, performance management, service improvement, service transformation and policy development. To achieve this aim, the service:

- Develops and delivers a range of capital projects for the council and provides information, support, advice and guidance to strategic partners and the voluntary sector
- Manages the Community and Cultural Services (CCS) Strategic Planning Function and Performance Management Framework
- Undertakes the implementation of statutory and elective service improvement
- Project manages the relevant parts of the council's improvement programme on behalf of the CCS directorate
- Researches and develops external funding bids to support council and strategic partners' programmes and projects
- Undertakes policy developmental work on behalf of the directorate
- Brokers and undertakes partner and political liaison to support delivery of project and service development.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective : Transform services through the Business Improvement Programme (BIP)						
Service Improvement Enable the council to deliver effective, efficient, equitable and economic service provision	Deliver Phase 2 of the Environmental Services project, aligning all services with the vehicle tracking system and the ICCS system, removing the need for multiple systems and enable the use of mobile technology	Develop and manage projects as identified in the Directorate BIP Project Register - to be determined following evaluation of previous projects	Develop and manage projects as identified in the Directorate BIP Project Register - to be determined following evaluation of previous projects	Effective and efficient service delivery by implementing robust 'To Be' (improved processes for service delivery) processes which reduce duplication and maximise value for money	Q2 All vehicles tracked using the DigiCore Vehicle Tracking System Q4 All Environmental Services utilising the ICCS system Q4 Mobile devices used across the service where appropriate	HoP&SD P&SDM SDM SrSP&R O
Corporate Risk Profile 2 Improvement Agenda	Implement Environmental Health 'To-Be' processes	Investigate suggestions for service improvement and recommend projects for implementation		Improved customer access to services utilising mobile technology and defined Customer Contact Solution	Q4 Service transformation outstanding outcomes delivered in accordance with the above	
Risk Business Improvement Programme fails to improve the overall quality of services provided to customers	Investigate suggestions for service improvement received via the Improvement Agenda Suggestion Scheme and recommend projects for implementation			Cost efficiencies, improved services to customers and improved job satisfaction	Q1 Pest Control process implemented Q2 Licensing process implemented	

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Strategic Commissioning Framework</p> <p>Utilise framework to objectively challenge service design and delivery in CCS</p>	<p>Review outcomes from use of framework in 2009/10 to inform work to objectively challenge service design and delivery in CCS in 2010/11</p>	<p>Review outcomes from use of framework in 2010/11 to inform work to objectively challenge service design and delivery in CCS in 2011/12</p>	<p>Service improvement that provides efficiencies and improved service delivery for our customers</p>	<p>Q3 Noise Pollution process implemented</p> <p>Q1 - Q4 Suggestions investigated and reported to SMT. Potential projects implemented</p> <p>Q1 - Q4 Develop protocols for utilisation of the Strategic Commissioning Framework in CCS</p>	

CORPORATE IMPROVEMENT PRIORITY 2

Objective : Provide people with the opportunity to live as long as those with the longest life expectancy in England

<p>Service Improvement</p> <p>Deliver the agreed capital and service's project programme</p>	<p>Area Leisure Provision opening of Hetton and Silksworth Swimming Pools</p>	<p>Project complete</p> <p>Increased opportunities to participate in sporting and leisure activities that lead to improved health and well-being</p>		<p>Delivery of ActiveCity Vision by improving sports, leisure and play facilities and buildings</p> <p>Providing increased opportunities for participation to increase health and well-being</p>	<p>Q1 - Q3 Completion of construction phase</p> <p>Q4 Hand over completed pools to operations for commissioning</p>	SPM
	<p>PCT - 4th Primary Care Centre at Houghton - final design brief to be completed and work commenced on site</p>	<p>Construction of facility</p>	<p>Commissioning of new facility</p>	<p>Citywide coverage by Primary Care Centres providing greater access to and delivery of integrated health services</p>	<p>Q1 - Q2 Agree occupiers' requirements</p> <p>Q3 - Q4 Proposed to commence development</p>	HoP&SD

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Stadium Park Phase 2 - construction of an Integrated Health, Education and Leisure Facility	Stadium Park Phase 2 - construction of an Integrated Health, Education and Leisure Facility	Stadium Park Phase 2 - construction of an Integrated Health, Education and Leisure Facility	Contribute to vision of a Sports Village at Stadium Park	Q1 - Q2 Finalise occupiers requirements	HoP&SD SrSP& RO
	Implementation of the wider Wellness Programme - following initial strategic partnership specific projects will be tested and delivered - to be determined	Future action to be determined following review of projects in 2009/10	Future action to be determined following review of projects in 2010/11	Achieve a step change in the quality of the urban environment in Sunderland	Q3 - Q4 Decision taken to proceed with development Q1 - Q4 Research potential funding streams	P&SDM
	Research and support preparation of funding bids to support delivery of capital and service projects as funding streams become available	Research and support preparation of funding bids to support delivery of capital and service projects as funding streams become available	Research and support preparation of funding bids to support delivery of capital and service projects as funding streams become available	Funding secured to undertake capital projects that benefit those that work, visit or live in the city	Q1 - Q4 Develop and submit funding applications Q3 Secure funding to support the Community Health Librarian within Culture and Tourism Q4 Engage with Health Housing and Adult Services to deliver specialist provision within Barnes Park	HoP& DP&SD SMT
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Improving the council's approach to equality						
Service Improvement Continue to lead and develop approach to equality	Undertake directorate responsibilities in respect of the achievement of the Equality Framework Level 3 - Excellent - (replacement for Equality Standard Level 5)	Continue to undertake directorate responsibilities in respect of the achievement of the Equality Framework Level 3 - Excellent	To be determined following review of previous actions in 2009/10 and 2010/11	Service delivery that takes account of the needs of and is accessible to all sections of the community	Q1 Develop Corporate and Directorate Action Plan Q2 - Q4 Implement actions to progress achievement to Level 3 - Excellent	SDM
Corporate Risk Profile 10 Inclusive Communities						
Risk Failing to achieve equality standards						

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Recommended Action Review directorate progress against the corporate delivery plan to identify and address areas that do not meet Level 4 requirements</p>						
<p>CORPORATE IMPROVEMENT PRIORITY 8 Objective : Respond to the National Performance Framework</p>						
<p>Service Improvement Development of the CCS Performance Management Framework</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to provide a consistent performance improvement framework and culture across the council that supports customer focused service delivery</p> <p>Action Recommended Review Strategic Planning and Performance Management processes so that they support delivery outcomes</p>	<p>Evaluate Performance Management Framework to ensure ongoing fitness for purpose in 2009/10</p> <p>Ongoing review of data quality systems</p> <p>Ongoing dialogue with Performance Improvement Team (PIT) to ensure CCS influences the corporate improvement agenda</p> <p>Embed CAA requirements across the directorate and assist services to respond to requirements</p>	<p>Review and evaluate performance management arrangements to ensure ongoing fitness for purpose in 2010/11</p> <p>Ongoing review of data quality systems</p> <p>Ongoing dialogue with PIT</p> <p>Embed CAA requirements across the directorate and assist services to respond to requirements</p>	<p>Review and evaluate performance management arrangements to ensure ongoing fitness for purpose in 2011/12</p> <p>Ongoing review of data quality systems</p> <p>Ongoing dialogue with PIT</p> <p>Co-ordinate development of CCS portfolio contributions to the full rewrite of the council's Corporate Improvement Plan</p> <p>Ongoing review of CAA requirements</p>	<p>Support corporate aim of 75% of Performance Indicators improving and 75% of targets hit</p> <p>CCS influencing corporate performance management development</p> <p>Assure performance, provide internal challenge and service improvement</p> <p>CCS supporting the council to achieve its Corporate Improvement Priorities</p> <p>CCS prepared to deliver 'excellent' performance against the new CAA regime</p>	<p>Q1 - Q4 Co-ordinate completion of quarterly performance workbooks</p> <p>Q1 - Q4 Production of CCS quarterly performance reports</p> <p>Q1 - Q4 Facilitate programme of CCS Performance Clinics</p> <p>Q1 - Q4 Represent CCS at meetings of Corporate Policy and Performance Development Working Group and Portfolio Co-ordinators Working Group</p> <p>Q1 CAA Action Plan developed and implementation commenced</p>	<p>SrSP&RO</p> <p>SrSP&RO</p> <p>SrSP&RO HoP&SD</p> <p>SrSP&RO</p> <p>SDM</p>

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Establish the requirements of the new methodology and develop an Action Plan to enable the directorate to implement the requirements				Q2 Preparations for first CAA assessment Q3 and Q4 Implement any recommendations for improvement following the CAA assessment	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service manages the CCS portfolio of projects in the council's improvement programme. These projects aim to maximise and realise the benefits to customers of service transformation, impact on the way services operate and ensure efficient and effective use of resources.

Three environmental services projects are currently being undertaken. These relate to:

- Mobile technology implementation and the business process redesign of the Bulky Waste, Racist Graffiti and Abandoned Vehicles services that utilises the Interim Customer Contact Solution and Vehicle Tracking technology. This will provide for improvements in street scene and liveability whilst providing job enrichment opportunities for staff and more efficient and effective service delivery
- Using the lessons learned from the project above, implementation of mobile technology and business process redesign to remaining 'Street' services is planned
- Streamlining processes, releasing capacity and increasing productivity and accessibility in order to improve service delivery and user satisfaction for a range of Environmental Health and Consumer Protection services encompassing Licensing, Pest Control and Noise Control. Successful delivery of this project will realise benefits that include contributing to a reduction in fear of crime and anti-social behaviour, improved capacity to ensure compliance with the conditions of licensing agreements, increased service capacity from a reduction in administration and improved productivity, more efficient processes and productivity gains from new ways of working and opportunities for improvements in staff satisfaction and motivation including retention, training and development and improved sickness absence performance.

Project and Service Development project manage the CCS agreed capital programme. It successfully completed the construction phase of the Sunderland Aquatic Centre in April 2008 and is now managing the construction of two new swimming pools at Hetton and Silksworth both of which are scheduled to open during 2009/10. The service successfully project managed the development of two Customer Service Centres at Ryhope and Washington in 2008/09. The network of Customer Service Centres is improving the quality of the customer experience and access to a range of council and partner services.

The service is now developing proposals for an integrated Health, Education and Leisure Facility to be constructed at Stadium Park adjacent to the existing Sunderland Aquatic Centre. The development of a Sports Village at Stadium Village is a critical component of the council's and Sunderland arc's vision for a step change in the quality of the urban environment in Sunderland. The service is working with partners for this project including the arc, Sunderland Teaching Primary Care Trust, Sunderland City College, Sunderland University and Sunderland Football Club.

The service will investigate suggestions for service improvement received via the Improvement Agenda Suggestion Scheme and recommend projects for implementation.

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	265,833	363,550	680,162	Employees	520,838
2	4,214	1,831	1,831	Transport	1,460
3	166,341	4,117	3,964	Supplies and Services	3,964
4	16,134	0	0	Delegated Budget c/fwd	0
5	7,470	0	0	Revenue contribution to Capital	0
	<u>459,992</u>	<u>369,498</u>	<u>685,957</u>		<u>526,262</u>
				Less Income	
6	56,396	16,032	265,532	Income	99,060
7	64,902	0	0	Delegated Budget b/fwd	0
	<u>121,298</u>	<u>16,032</u>	<u>265,532</u>		<u>99,060</u>
	<u>338,694</u>	<u>353,466</u>	<u>420,425</u>	Delegated Budget	<u>427,202</u>
				Non-Delegated Items	
8	1,003	18,110	18,110	Central Support Service Recharges	32,275
9	20,559	20,303	20,303	Departmental Administration	16,430
10	189,727	647	647	Asset Charges	0
	<u>211,289</u>	<u>39,060</u>	<u>39,060</u>		<u>48,705</u>
11	<u>222,447</u>	<u>392,526</u>	<u>392,526</u>	Less Income	<u>475,907</u>
	<u>(11,158)</u>	<u>(353,466)</u>	<u>(353,466)</u>	Non-Delegated Budget	<u>(427,202)</u>
	<u>327,536</u>	<u>0</u>	<u>66,959</u>	TOTAL BUDGET	<u>0</u>
	8.0	12.0	12.0	Total No. of Staff	15.0

Responsible Budget Holder

Head of Project and Service Development

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Mike Poulter, Head of Project and Service Development Tel: (0191) 561 7549.

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Neighbourhood and Street Services.

Page No	Service
516	Building Maintenance
517	Highways
518	Waste Collection
519	Street Cleaning
520	Commercial Catering
521	Cleaning Services to Schools and Civic Buildings
522	School Meals
523	Grounds Maintenance

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the Council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the Council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the Main Service budget as a result of generating a surplus or
 - A contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – BUILDING MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Building Maintenance are included in the Highways and Building Maintenance service (page 486).

FINANCIAL

The existence of the Building Maintenance section depends upon its ability to win work. Its success is reliant upon the profitability of its contracting operations.

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	3,403,330	3,250,532	3,638,876	Employees	3,728,392
2	5,689,392	3,680,081	4,878,564	Transport, Supplies and Sub-Contractors	5,890,979
3	119,659	0	0	Delegated Budget c/fwd	0
	<u>9,212,381</u>	<u>6,930,613</u>	<u>8,517,440</u>		<u>9,619,371</u>
4	9,668,752	7,396,174	8,914,742	Less Income	10,152,190
	<u>(456,371)</u>	<u>(465,561)</u>	<u>(397,302)</u>	Delegated Budget	<u>(532,819)</u>
				Non-Delegated Items	
5	82,777	46,556	(21,703)	Employees - FRS17 Pensions Adjustments	(20,097)
6	105,978	117,177	117,177	Central Support Service Recharges	205,850
7	267,616	301,828	301,828	Departmental Admin and Depot Recharges	347,066
	<u>456,371</u>	<u>465,561</u>	<u>397,302</u>	Non-Delegated Budget	<u>532,819</u>
	<u>0</u>	<u>0</u>	<u>0</u>	(Surplus) / Deficit Of Trading Activity	<u>0</u>
	112.0	112.5	112.5	Total No. of Staff	113.0

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – HIGHWAYS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Highways are included in the Highways and Building Maintenance service (page 486).

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	2,571,508	2,571,604	2,581,855	Employees	2,634,766
2	1,901,928	2,798,208	2,801,210	Transport, Supplies and Sub-Contractors	2,277,840
3	73,959	0	0	Delegated Budget c/fwd	0
	<u>4,547,395</u>	<u>5,369,812</u>	<u>5,383,065</u>		<u>4,912,606</u>
4	5,110,183	6,035,268	6,006,899	Less Income	5,594,182
	<u>(562,788)</u>	<u>(665,456)</u>	<u>(623,834)</u>	Delegated Budget	<u>(681,576)</u>
				Non-Delegated Items	
5	45,675	28,388	(13,234)	Employees - FRS17 Pensions Adjustment	(12,362)
6	201,147	162,277	162,277	Central Support Service Recharges	162,238
7	295,622	455,632	455,632	Departmental Admin and Depot Recharges	512,541
8	20,344	19,159	19,159	Asset Charges	19,159
	<u>562,788</u>	<u>665,456</u>	<u>623,834</u>	Non-Delegated Budget	<u>681,576</u>
	<u>0</u>	<u>0</u>	<u>0</u>	(Surplus) / Deficit Of Trading Activity	<u>0</u>
	99.0	99.5	99.5	Total No. of Staff	99.5

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – WASTE COLLECTION

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Waste Collection are included in the Street Scene service (page 478).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	2,369,913	2,491,997	2,511,949	Employees	2,638,595
2	62,508	8,177	8,177	Transport	8,177
3	41,451	30,581	29,765	Supplies and Services	28,691
	<u>2,473,872</u>	<u>2,530,755</u>	<u>2,549,891</u>		<u>2,675,463</u>
				Less Income	
4	50,085	43,478	43,478	Income	43,478
5	8,600	0	0	Delegated Budget c/fwd	0
	<u>58,685</u>	<u>43,478</u>	<u>43,478</u>		<u>43,478</u>
	<u>2,415,187</u>	<u>2,487,277</u>	<u>2,506,413</u>	Delegated Budget	<u>2,631,985</u>
				Non-Delegated Items	
6	79,803	84,461	(39,376)	Employees - FRS17 Pensions Adjustment	(24,994)
7	6,661	6,337	6,337	Central Support Service Recharges	18,628
8	7,501	7,693	7,693	Departmental Administration	10,668
9	774,056	846,024	846,024	Transport Recharge	849,674
	<u>868,021</u>	<u>944,515</u>	<u>820,678</u>	Non-Delegated Budget	<u>853,976</u>
	<u>3,283,208</u>	<u>3,431,792</u>	<u>3,327,091</u>	NET COST OF SERVICE	<u>3,485,961</u>
	<u>(3,283,208)</u>	<u>(3,431,792)</u>	<u>(3,327,091)</u>	Contribution from Main Service	<u>(3,485,961)</u>
	85.0	119.0	119.0	Total No. of Staff	119.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – STREET CLEANING

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Street Cleaning are included in the Street Scene service (page 478).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	3,237,046	3,366,369	3,368,844	Employees	3,378,260
2	44,627	22,623	22,623	Transport	21,123
3	55,298	36,118	34,984	Supplies and Services	25,760
	<u>3,336,971</u>	<u>3,425,110</u>	<u>3,426,451</u>		<u>3,425,143</u>
				Less Income	
4	21,995	0	0	Income	0
5	96	0	0	Delegated Budget c/fwd	0
	<u>22,091</u>	<u>0</u>	<u>0</u>		<u>0</u>
	<u>3,314,880</u>	<u>3,425,110</u>	<u>3,426,451</u>	Delegated Budget	<u>3,425,143</u>
				Non-Delegated Items	
6	80,087	114,284	(54,622)	Employees - FRS17 Pensions Adjustment	(31,724)
7	16,842	13,948	13,948	Central Support Service Recharges	33,497
8	18,601	19,127	19,127	Departmental Administration	19,378
9	583,937	728,520	728,520	Transport Recharge	731,664
	<u>699,467</u>	<u>875,879</u>	<u>706,973</u>	Non-Delegated Budget	<u>752,815</u>
	<u>4,014,347</u>	<u>4,300,989</u>	<u>4,133,424</u>	NET COST OF SERVICE	<u>4,177,958</u>
	<u>(4,014,347)</u>	<u>(4,300,989)</u>	<u>(4,133,424)</u>	Contribution from Main Service	<u>(4,177,958)</u>
	90.0	90.0	89.0	Total No. of Staff	83.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – COMMERCIAL CATERING

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Commercial Catering are included in the Facilities Management service (page 494).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	201,563	205,911	206,313	Employees	284,514
2	2,650	5,031	4,755	Premises	4,202
3	229,267	159,636	159,407	Supplies and Services	194,076
	<u>433,480</u>	<u>370,578</u>	<u>370,475</u>		<u>482,792</u>
				Less Income	
4	377,117	377,468	377,468	Income	471,446
5	49,264	0	0	Delegated Budget c/fwd	0
	<u>426,381</u>	<u>377,468</u>	<u>377,468</u>		<u>471,446</u>
	<u>7,099</u>	<u>(6,890)</u>	<u>(6,993)</u>	Delegated Budget	<u>11,346</u>
				Non-Delegated Items	
6	5,445	4,606	(2,148)	Employees - FRS17 Pensions Adjustment	(3,541)
7	22,300	20,917	20,917	Central Support Service Recharges	25,454
8	21,366	30,144	30,144	Departmental Administration	28,665
9	10,307	10,306	8,939	Asset Charges	8,939
	<u>59,418</u>	<u>65,973</u>	<u>57,852</u>		<u>59,517</u>
10	5,758	5,702	5,702	Less Income	0
	<u>53,660</u>	<u>60,271</u>	<u>52,150</u>	Non-Delegated Budget	<u>59,517</u>
	<u>60,759</u>	<u>53,381</u>	<u>45,157</u>	Deficit of Trading Activity	<u>70,863</u>
	<u>(60,759)</u>	<u>(53,381)</u>	<u>(45,157)</u>	Contribution from Main Service Budget	<u>(70,863)</u>
	8.0	8.0	8.0	Total No. of Staff	14.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – CLEANING SERVICES TO SCHOOLS AND CIVIC BUILDINGS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Cleaning Services to Schools and Civic Buildings are included in the Facilities Management service (page 494).

FINANCIAL

Schools' ability to procure services in different ways impacts upon the trading income of this service.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	3,779,441	3,677,803	3,695,777	Employees	4,048,487
2	133,242	112,798	101,373	Premises	103,938
3	26,029	25,047	25,047	Transport	32,730
4	118,317	93,825	92,298	Supplies and Services	124,073
5	3,653	0	0	Delegated Budget c/fwd	0
	<u>4,060,682</u>	<u>3,909,473</u>	<u>3,914,495</u>		<u>4,309,228</u>
6	5,126	3,175	3,175	Less Income	2,880
	<u>4,055,556</u>	<u>3,906,298</u>	<u>3,911,320</u>	Delegated Budget	<u>4,306,348</u>
				Non-Delegated Items	
7	67,131	53,064	(24,747)	Employees - FRS17 Pensions Adjustment	(29,348)
8	27,603	16,529	16,529	Central Support Service Recharges	81,474
9	11,269	5,048	5,048	Departmental Administration	20,937
10	17,001	9,706	9,706	Depot Recharge	13,664
	<u>123,004</u>	<u>84,347</u>	<u>6,536</u>	Non-Delegated Budget	<u>86,727</u>
	<u>4,178,560</u>	<u>3,990,645</u>	<u>3,917,856</u>	Deficit of Trading Activity	<u>4,393,075</u>
	<u>(4,178,560)</u>	<u>(3,990,645)</u>	<u>(3,917,856)</u>	Contribution from Main Service Budget	<u>(4,393,075)</u>
	251.0	242.0	242.0	Total No. of Staff	253.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – SCHOOL MEALS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for School Meals are included in the Facilities Management service (page 494).

FINANCIAL

Schools' ability to procure services in different ways impacts upon the trading income of this service.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	3,636,742	3,558,118	3,736,888	Employees	3,691,043
2	125,242	156,000	118,632	Premises	111,268
3	127,796	152,845	124,233	Transport	127,962
4	2,062,279	2,271,524	2,054,657	Supplies and Services	1,979,507
	<u>5,952,059</u>	<u>6,138,487</u>	<u>6,034,410</u>		<u>5,909,780</u>
				Less Income	
5	337,806	359,990	359,990	Income	364,924
6	261,785	0	0	Delegated Budget c/fwd	0
	<u>599,591</u>	<u>359,990</u>	<u>359,990</u>		<u>364,924</u>
	<u>5,352,468</u>	<u>5,778,497</u>	<u>5,674,420</u>	Delegated Budget	<u>5,544,856</u>
				Non-Delegated Items	
7	85,222	75,065	(35,574)	Employees - FRS17 Pensions Adjustment	(32,098)
8	137,862	137,614	137,614	Central Support Service Recharges	175,035
9	96,407	51,374	51,374	Departmental Administration	142,237
10	9,101	9,101	9,101	Asset Charges	9,101
11	18,701	16,177	16,177	Depot recharge	15,031
	<u>347,293</u>	<u>289,331</u>	<u>178,692</u>	Non-Delegated Budget	<u>309,306</u>
	<u>5,699,761</u>	<u>6,067,828</u>	<u>5,853,112</u>	NET COST OF SERVICE	<u>5,854,162</u>
	<u>(5,699,761)</u>	<u>(6,067,828)</u>	<u>(5,853,112)</u>	Contribution from Main Service Budget	<u>(5,854,162)</u>
	232.0	232.0	232.0	Total No. of Staff	232.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – GROUNDS MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Grounds Maintenance are included in the Street Scene service (page 478).

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	4,027,262	4,153,655	4,176,845	Employees	4,375,839
2	254,915	142,985	213,973	Premises	163,001
3	373,498	333,319	333,319	Transport	333,319
4	572,575	653,417	626,827	Supplies and Services	573,529
5	29,067	23,321	23,321	Third Party Payments	23,787
6	2,176	0	0	Delegated Budget c/fwd	0
	<u>5,259,493</u>	<u>5,306,697</u>	<u>5,374,285</u>		<u>5,469,475</u>
7	540,616	448,663	448,663	Less Income	456,829
	<u>4,718,877</u>	<u>4,858,034</u>	<u>4,925,622</u>	Delegated Budget	<u>5,012,646</u>
				Non-Delegated Items	
8	131,487	120,094	(59,860)	Employees - FRS17 Pensions Adjustment	(59,721)
9	93,243	69,681	69,681	Central Support Service Recharges	89,096
10	172,533	68,601	68,601	Departmental Administration	65,229
11	3,717	3,717	3,717	Asset Charges	3,717
	<u>400,980</u>	<u>262,093</u>	<u>82,139</u>	Non-Delegated Budget	<u>98,321</u>
	<u>5,119,857</u>	<u>5,120,127</u>	<u>5,007,761</u>	NET COST OF SERVICE	<u>5,110,967</u>
	<u>(5,119,857)</u>	<u>(5,120,127)</u>	<u>(5,007,761)</u>	Contribution from Main Service Budget	<u>(5,110,967)</u>
	191.0	193.0	193.0	Total No. of Staff	193.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

REGENERATION AND COMMUNITY COHESION

ROLES AND RESPONSIBILITIES

The Regeneration and Community Cohesion Portfolio has a wide range of priority aims including the following:

- Achieving regeneration throughout the city with a view to maximising local employment, creating safer communities, creating inclusive communities and reducing inequalities in health
- Increasing the city's employment rates and reducing dependency on benefits including reducing worklessness in the city
- Ensuring that residents within the city have the desired skills to satisfy the current and emerging job markets
- Reducing crime, the fear of crime, anti-social behaviour and substance misuse across the city
- Ensuring the city gains maximum benefit from major European and UK funding sources and other European initiatives and policy developments
- Delivering the corporate aspirations and commitments to equality, diversity and active citizenship
- Developing socially inclusive and cohesive communities
- Reducing inequalities in health.

The Portfolio delivers these aims by:

- Maximising resources attracted to the city to support action on regeneration priorities and improving co-ordination in bidding for and managing external funding
- Developing, delivering and promoting action in relation to local regeneration priorities as stated in the Sunderland Strategy through Area Strategies, with a view to maximising local employment, creating safer communities, creating inclusive communities and reducing inequalities in health
- Ensuring the effective delivery of special programmes and management of budgetary responsibilities, (e.g. New Deal For Communities (NDC), Strategic Initiatives Budget (SIB), Community Chest, (CC), Working Neighbourhoods Fund (WNF), Single Programme and European funds)
- Delivering the council's statutory duties as detailed in the Crime and Disorder Act 1998
- Delivering the council's statutory duties with regard to Equalities and Diversity and ensuring we progress towards achieving Levels 4 and 5 of the Equality Standard for Local Government
- Ensuring effective delivery of actions to achieve strong and cohesive communities.

PORTFOLIO CONTEXT

Statutory Context

The **Sub-National Review of Economic Development and Regeneration** outlines the Government's plans to support its objectives to encourage economic growth and tackle deprivation at every level, by:

- Empowering local authorities to promote economic development and neighbourhood renewal
- A differential approach that supports local authorities in all areas to work together more effectively where they wish
- Streamlining the regional tier outside London, based on more effective and accountable Regional Development Agencies (RDAs) which would be responsible, working closely with local authorities, for preparing a single strategy for the region
- Sharpening the focus of Government departments through clearer objectives and responsibilities to provide more effective support and better co-ordination for economic development and neighbourhood renewal at all spatial levels.

The policy context is also enriched by a range of Government policies, reports and initiatives including: building on the Government's **Sustainable Communities - People, Places and Prosperity Report (2005)**, the **Lyons Inquiry,(2006)**, **'Reaching Out': An Action Plan for Social Exclusion (2006)**, **Strong and Prosperous Communities Local Government White Paper (2006)**, the **Comprehensive Spending Review: Meeting the Aspirations of the British People (2007)**, **Sustainable Communities Act 2007**, **Communities in Control: Real Power Real People 2008** and the **Local Government and Public Involvement in Health Act 2007** and the **Local Democracy, Economic Development and Construction Bill 2008**. All of these contain key common themes revolving around:

- The need for councils to develop a framework for the delivery and management of public sector services at an area level
- The need to involve all community groups, particularly hard to reach groups, in the priority setting process and have more control over improving their communities
- The need to focus more on improving economic prospects
- The need to transform services so that they can operate more efficiently and be more attuned to local priorities.

REGENERATION AND COMMUNITY COHESION

In response to the above, the council will replace Area Regeneration Frameworks with **Local Area Plans (LAPs)**, which will be aligned with the Local Area Agreement 2008-2011 and the Sunderland Strategy 2008-2025. The development of the LAPs will be underpinned by a comprehensive consultation process involving Members, Partners, and residents through the MORI Survey, Community Spirit Group, Older Peoples Forums, Youth Forums, area roadshows and ward level visits/displays so that the priorities for each regeneration area can be identified and agreed.

The “**Our Health, Our Care, Our Say**” White Paper is about connecting with communities and engaging with them to help improve their health and prevent ill health, to provide better services in their areas and improve transport and access to allow the take up of services. The development of the LAPs will underpin a holistic approach to meeting the needs of the White Paper. The Portfolio will work closely with the health services to facilitate improving access to services and enabling health independence and well-being. The information developed within the LAPs down to a neighbourhood level will be used to support co-ordinated planning within smaller neighbourhood areas.

The Portfolio has responsibility for attracting and delivering major funds including the **Working Neighbourhoods Fund (WNF)**, **Strategic Initiatives Budget**, the area specific element of the **Strategic Initiatives Programme**, and the neighbourhood element of the **Safer and Stronger Communities Fund**. It also provides the council’s lead role in enabling the city’s **New Deal for Communities** partnership (Back On The Map) to deliver its objectives.

ONE Northeast support for the physical regeneration of the city will be channelled through the **Single Programme Investment Plan** for 2009/2011. The most relevant priorities for Sunderland in **ONE Northeast’s Capital Investment Framework for City Region and Rural, Tourism, Culture and Business Accommodation Capital Programmes**, are the arc business plan and Software City. The city’s priorities for investment will need to be reviewed in the light of market conditions, major planning and commercial decisions, the proposal for a new river crossing and the commitment to improve the City Centre. The council will seek to have other priorities including the coast, the candidate World Heritage Site and Washington workshops included within the Investment Plan. The efficiency savings to ONE Northeast’s budget plus the reductions during 2008/09 to fund other Government commitments will highlight the need for clear prioritisation of projects. The council will seek Single Programme and **European Regional Development Fund (ERDF)** funding for the accommodation and infrastructure strands of Software City. Funding for the other strands will be sought by the relevant lead partners.

The council also will seek ERDF support to supplement the enterprise activity within the Working Neighbourhoods Strategy. Several issues regarding timing and eligibility will have to be resolved before the level of ERDF support can be confirmed.

All expenditure through **URBAN II Community Initiative Programme for Hetton and Murton** had to be defrayed by 31 December 2008 and the final report is to be submitted by 30 September 2009. Other programme closure procedures will not be completed until 31 March 2010.

The main opportunity to secure further **European Social Fund (ESF)** funding will be the tender rounds announced by the Learning and Skills Council (LSC). The Department for Work and Pensions contract to Working Links for County Durham, South Tyneside and Sunderland will cover 2009 and 2010. Understanding and co-ordinating the integration of activity funded through ESF, WNF and other funding will be as important as seeking additional support. The LSC is to be wound up in 2010. Agreement of ESF responsibilities for the remainder of the 2007-2013 programme should be confirmed in 2009.

Consultations on the future of **lottery funding** were held at the end of 2008/09. Detailed information about the new programmes will not be available until 2009/10. The impact of the transfer of funds the Olympics will not be clarified until those details are available.

The **1998 Crime and Disorder Act** put partnership working in this field into a statutory context. The council plays an integral role in the **Safer Sunderland Partnership (SSP)** and as such the implementation of the **Crime and Disorder Reduction Partnership (CDRP)** reform programme ensures partnerships are in a position to adapt to changing delivery landscapes and new challenges. The overarching pieces of legislation as at November 2008 are:

- **Crime and Disorder Act 1998**
- **Police Reform Act 2002**
- **Clean Neighbourhoods and Environment Act 2005**
- **Police and Justice Act 2006**
- **Policing Green Paper and forthcoming Policing Bill**

REGENERATION AND COMMUNITY COHESION

Safer Communities legislation addresses issues such as anti-social behaviour, youth offending, substance misuse, and violent crime. These include:

- **The Anti-Social Behaviour Act 2003**
- **Licensing Act 2003**
- **Children Act 2004**
- **Criminal Justice Act 2003**
- **Domestic Violence, Crime and Victims Act 2004**
- **Violent Crime Reduction Act 2006**

The **Police and Justice Act (2006)** has provided for many of the changes to the safer communities agenda that were identified as necessary within the **Crime and Disorder Act Review**. It drives forward key elements of the Government's police reform programme. One of the key implications for the SSP has been the amendment of the partnership provisions of the Crime and Disorder Act 1998 to make CDRPs a more effective vehicle for tackling crime, anti-social behaviour and substance misuse in their communities. This included the introduction of a set of national minimum standards for partnership working (e.g. empowered and effective leadership); additional Section 17 responsibilities, crime and disorder scrutiny committees and the requirement for 3 year strategies to be replaced with annual rolling three year community safety plans.

In July 2008 the Home Office published its **Policing Green Paper** which set out a vision to continue crime reduction, drive up public confidence, and give local people a greater say in how their neighbourhood is policed. It builds upon the recommendations made by Sir Ronnie Flanagan in his independent **Review of Policing** and the **'Engaging Communities in Fighting Crime' Review** led by Louise Casey, which were published in 2008. This has significant implications for the SSP for example, it proposes legislating to give the Probation Service full statutory 'responsible authority' status within CDRPs and secondly to give CDRPs a statutory duty to reduce re-offending. This is welcomed as reducing re-offending is a key priority within the Safer Sunderland Strategy and the LAA 2008-2011. It also proposes a single Home Office Target for the Police Service based on whether people think that the police and their partners are dealing with the crime and anti-social behaviour issues that matter locally. The single target as measured currently by the British Crime Survey will potentially enhance the ability of the SSP to focus on local crime and disorder reduction priorities.

The White Paper on Local Government emphasised the need for community engagement, a need further stressed in moves towards Comprehensive Area Assessment. This marks an understanding of the tensions which may arise in communities if diverse needs are not recognised and accounted for and if people begin to feel marginalised and excluded from the decision making process. Such developments go alongside legal duties to ensure equality of opportunity and non-discriminatory practices, and which require local authorities to demonstrate that they have effective equalities practices in place and that diverse needs are accounted for in all service planning processes.

There is also a drive to encourage greater partnership working with an emphasis on personalised service delivery and an understanding of place shaping. This requires a very good understanding of Sunderland's communities, their needs and concerns, the ways in which they interact with one another and their expectations regarding their relationship with a variety of agencies.

An increasing emphasis on the **Preventing Violent Extremism Agenda** is bringing a different focus to community cohesion work requiring that it links community cohesion work more closely to crime and safety issues. At the same time additional community cohesion initiatives and recommendations are moving towards understanding community cohesion as contributing to economic and regeneration agendas through approaches tied to social capital.

The forthcoming **Single Equality Bill** and **Equality Framework** will further drive the move towards more individualised understanding of the needs of residents and the council will be required to understand the impact of service provision on specific interest groups and communities of identity.

A range of emerging statutory measures and consultations is underway which will impact on service delivery, in particular taking forward the Sub-National Review of Economic Development and Regeneration, the reforms to the **Local Authority Business Growth Initiatives** scheme, the development and implementation of the **Business Support Simplification Programme (BSSP)** and the implementation of the Working Neighbourhoods Strategy. The current economic climate cannot be ignored. A year ago, few people had heard the term "credit crunch" whereas now it is commonplace. National and local economies are under considerable pressure at this moment in time, and, for some companies, the current economic environment will challenge their very survival, while for others the downturn offers the chance to extend their lead over the competition.

REGENERATION AND COMMUNITY COHESION

LOCAL SOCIO-ECONOMIC CHANGE

There has been significant progress in improving the quality of life of local people. However, Sunderland continues to suffer unacceptably high levels of deprivation in some communities. Comparison between the **Indices of Multiple Deprivation (IMD)** between 2004 and 2007 shows that Sunderland has seen relative improvement nationally in overall terms and in relation to specific domains. In 2007 14,600 fewer people are living in areas ranked amongst the 10% most deprived areas nationally than in 2004. Despite these improvements, 41 (22%) of the city's 188 Super Output Areas, covering approximately 22% of the population (55,000 people) fall into the worst 10% of the country's most deprived areas. Additionally Sunderland continues to perform badly in respect of those IMD domains that measure deprivation in terms of Employment, Education and Skills and Health and Disability.

Between £7million and £8million **Neighbourhood Renewal Fund (NRF)** came into the city per annum up until March 2008. NRF supported a wide range of priorities focussing on improving neighbourhoods. NRF has been replaced by the WNF, there is £29.95m available between 2008 and 2011 which is dedicated to getting people in the most deprived areas of England back to work. The shift from NRF to WNF reflects the Government's continued commitment to support local authorities in tackling neighbourhood renewal but with a stronger emphasis on skills development, enterprise and worklessness intervention in recognition that economic drivers are key to delivery sustained improvement in disadvantaged communities.

As part of the **Primary Care Trust (PCT)** merging of services, the PCT arrangements and funding for Sunderland, South Tyneside and Gateshead were amalgamated in October 2006 to improve efficiency by looking at the area requirements as a whole. New streamlined management arrangements have been in place since April 2007 and the partnership is being reviewed further to adapt to the new structures. The city's Health and Social Services Thematic Partnership has also developed the Health theme of the Sunderland Strategy 2008-2025 and the supporting LAA 2008-2011 and is supporting the council in developing LAPs.

Although there are significant and serious health issues in the city still to address, progress is continuing and life expectancy in the city has increased by 2 years, the city is meeting its "**Our Healthier Nation**" target for premature mortality caused by circulatory disease and cancer and health inequalities in the city are being reduced at a faster rate than in England and Wales.

The impact of the worsening economic situation on the local property market will affect the assessment of which regeneration projects should be included in the Single Programme Investment Plan. Through ONE Northeast and the Government will be keen to ensure that public spending programmes are used to maximum effect to counteract the effects of the recession. The economic master planning exercise will review the priority regeneration opportunities in the city along with the findings of the mid-term review of Sunderland arc. The outcome may have a bearing on the Single Programme Investment Plan.

Crime rates in Sunderland continue to fall and have been below the national average since 2005/06, making Sunderland one of the safest cities in the North. Maintaining these low levels will remain a priority for the SSP. Worry about crime is also reducing significantly (from 47% to 37% since March 2004) indicating that reductions in worry about crime mirror the reductions in recorded crime. However, there have not been any corresponding improvements in resident's feelings of safety. It is likely that feelings of safety are influenced by a much wider range of real and perceived issues and local research has identified a number of key issues that appear to be impacting on how safe residents feel:

- A lack of confidence in the Criminal Justice System
- Aspects of service of the agencies tackling these problems with the need to focus on speed of response, attitude, feedback and outcomes
- Young people hanging around causing anti-social behaviour and especially underage drinking
- People drinking or being drunk in the street or public place
- A perceived lack of a visible police presence
- People having experienced crime and disorder before, or knowing someone who has or hearing stories of it happening to other people
- People feeling vulnerable because of their age
- Local media reports

Funding for the local **Fear of Crime Survey** ends in March 2009. The SSP will need to consider how it will continue to measure the impact of its work on feelings of safety after this time and will build this into the development of the new Safer Sunderland Strategy.

The current shifts in the economy will have potential effects on crime and disorder within the city, likewise the changing housing market raises a need for the SSP to have a greater awareness of these factors. In the past, recorded crime has tended to increase in periods of economic downturn.

REGENERATION AND COMMUNITY COHESION

The implications for the SSP are that acquisitive (especially drug related) crime is likely to feature more prominently in the coming months as the economic and financial situation worsens. Work to tackle drug markets must continue in this context.

Although recorded levels and perceptions of car crime and house burglary have dropped significantly over recent years, crime levels will continue to be affected by new markets for hi-tech goods. Work will continue locally on designing out crime through situational crime prevention (especially for new regeneration developments), alongside raising public awareness through simple crime prevention advice.

Despite the fact that the North East has relatively few migrants per head of population, the number of migrants settling in the North East increased again in 2006/07 (National Insurance Registrations by Migrants). Furthermore, Tyne and Wear still receives the majority. Poland remains the largest source (31% of all registrations) followed by India and China. This may have future implications for community cohesion as the community in Sunderland becomes more diverse. Where hostility to immigrants occurs, it is believed to be down to the dynamics of race, ethnicity and religion, and hostility against non-white migrants may be due to perceptions of asylum seeking and welfare dependency. Work with the local media can help dispel myths. The **ARCH system** has been established to improve reporting and recording of racist crime. However, this still leaves a gap with other forms of hate crime. ARCH will need to take account of the potential impact of an increasing migrant population and will need to ensure that appropriate support services are in place. Information packs for migrants containing crime prevention advice and information on how to report a crime should be developed.

Sunderland is becoming increasingly diverse. Recent estimates suggest that the population of Sunderland is now growing, having been in decline for the past few years. This growth is largely as a result of inward migration, including from overseas. However, the economic downturn may have an adverse impact upon this trend and also upon the willingness of the most deprived and insular communities to be welcoming to those from outside their immediate community.

Sunderland has some of the most deprived areas in the country with associated issues of low expectations, worklessness and ill health. The economic downturn is likely to exacerbate the feelings of marginalisation and disenfranchisement experienced by these communities, compounding already complex community cohesion issues.

Recent research (Sunderland Residents' Survey 2007) indicates that community cohesion is a key driver of people's satisfaction both with the council and with the area in which they live. Community cohesion measures have made variable and inconsistent improvements over the last two years and in some areas they have deteriorated.

OTHER KEY ISSUES

A number of major regeneration funding streams, including **SRB5**, and **SRB6** and NRF ended in 2007 and 2008. NRF has subsequently been replaced by WNF, however it is much more focused on Enterprise and Employment and provides the opportunity to address worklessness and low levels of skills and enterprise in the most deprived areas of the city.

The LAA 2008-2011 contains 33 key indicators in addition to 16 mandatory education indicators, behind which the Sunderland Partnership must invest its time and resources to achieve an impact on local socio-economic circumstances. The council is currently reviewing its approach to the attraction and delivery of external funding. It is likely that the review will recommend the development of a corporate approach to identifying, attracting, delivering and managing external funding. A framework will need to be developed to enable this approach so that funds can be better targeted at the city's Strategic Priorities.

The Portfolio develops and co-ordinates, on behalf of the council and the Sunderland Partnership, activities associated with the **WHO European Healthy Cities Network** and has worked on the following objectives during Phase IV:

- Healthy Ageing - working with partners such as the Older Peoples Partnership Action Group
- Healthy Urban Planning - working with partners such as the attractive and accessible partnership
- Health Impact Assessment - identifying additional areas of work and developing a City Council approach
- Physical Exercise and Active Living.

2009 is the start of a new year phase and the council will apply to WHO to maintain its' WHO European Healthy City status. It will also respond to the Department of Health initiative concerning Communities for Health and will pursue the introduction of Age Friendly Cities in the city.

REGENERATION AND COMMUNITY COHESION

The drug treatment system in Sunderland has been significantly improved since 2005 with a 116% increase in people entering treatment. This has been achieved through a programme of rapid improvement to develop better services, and access to services, for Problematic Drug Users (PDU). Access to adult prescribing in Sunderland now takes around 2 days against a national benchmark of 3 weeks. Work is needed to consolidate PDUs in treatment and maintain the improvements already made.

At the current time there is strong evidence to suggest a growth in cocaine use in the city and this is likely to impact on both serious acquisitive crime (robbery, burglary and car crime) and violent crime. There are also increased positive tests on arrest of prolific offenders for these substances. A new trend of limited availability of heroin in Sunderland could also have an impact on acquisitive crime as drug prices rise and this will need careful monitoring by the Police and treatment providers. The increasing supply and availability of cocaine implies that there is likely to be a rise in new presentations into drug treatment for these substances. Tackling acquisitive drug related crime should also continue to be a priority for the SSP. An action plan is also needed for stimulants. The SSP will ensure that all four elements of the drug strategy receive continued work and the enforcement focus on drugs supply/markets needs to be maintained.

Sunderland continues to have some of the highest levels of binge drinking in the country (Local Alcohol Profiles for England 2007). Tackling alcohol related crime and the harm it causes is a key priority for the SSP and a clear cross cutting issue impacting on violent crime, domestic violence, criminal damage, anti-social behaviour, health and fear of crime. A co-ordinated approach to tackling alcohol related crime and disorder and the harm that it causes is being developed in 2008/09.

The safeguarding of children and vulnerable adults is an increasingly significant area for consideration by the SSP. A range of domestic violence service developments have represented a major contribution to adult safeguarding in 2008, however a sustained focus to build upon the early success of what has been a rapid introduction is needed. For example the **Multi Agency Risk Assessment Conferences (MARACs)** have placed new demands on Children's Services, Adult Services and health services in terms of responding to the need for timely review of information held on individuals considered at the fortnightly MARAC. In addition it is increasingly becoming apparent that the SSP can progress issues of common interest to both the children's and adult agenda for example sexual exploitation, sex work and substance misuse.

Local Multi Agency Problem Solving (LMAPS) Groups are seen as a high priority for the SSP in terms of the area based delivery and their role in reducing repeat problems. They continue to mature, however this is placing an increased demand on local neighbourhood services.

The SSP have been invited to pioneer a range of work to support increased community engagement and awareness in the local Criminal Justice System (CJS). The programme is yet to be fully developed however should bring external resource to progress a range of work already in progress around community engagement in Sunderland and improving confidence in the CJS.

The Portfolio will continue to work with Sunderland Arc to ensure that the maximum benefits are realised from any forthcoming business development opportunities and will continue to work to ensure that opportunities for development at Rainton Bridge Business Park are maximised, and that job creation opportunities are supported to further enhance the development.

Work on preparing a forward strategy for Job Linkage has been ongoing for a significant amount of time, in order to position the service strategically within the city to address the worklessness agenda. This includes looking at the opportunities that Working Neighbourhoods funding will provide, but must also consider longer-term strategic interventions.

In its Green Paper, **A New Deal for Welfare: Empowering People to Work**, the Government set out far-reaching proposals for welfare reform aimed at moving towards its national aim of an 80% employment rate for the working age population. A central element of these proposals is a new strategy to tackle the highly localised pockets of worklessness, poverty, low skills and poor health. The council will play a major strategic role in supporting this change through the delivery of the Sunderland Strategy 2008-2025 Strategic Priority 1 Prosperous City, the Local Area Agreement.2008-2011 and the Multi Area Agreement.

REGENERATION AND COMMUNITY COHESION

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Achieving Regeneration Throughout the City</p> <p>Area Regeneration Lead on ensuring the delivery of regeneration priorities at a local level, within the context of the Local Area Agreement (LAA) and maximise the impact of funding against those priorities</p> <ul style="list-style-type: none"> ▪ Establish and implement a regeneration vision for the city <p>We will develop and implement systems for the effective performance management of area arrangements and Local Area Plans (LAPs)</p> <ul style="list-style-type: none"> ▪ Engage with communities to establish priorities and develop LAPs ▪ Work with all relevant interests to commission activity to meet strategic priorities identified in LAPs <p>We will support Back On The Map (BOTM) in implementing its regeneration programme</p> <ul style="list-style-type: none"> ▪ Support BOTM to launch its major housing and environmental programme and support the development of the BOTM asset base as a key element of its forward strategy <p>We will continue to improve the City Centre</p> <ul style="list-style-type: none"> ▪ Expand the range of events and attractions in the City Centre 	<p>The vision for the city will be developed as a result of the Economic Masterplanning Exercise which is currently out to tender and due for completion 2009/10 (VT will confirm dates)</p> <p>Yes - The Review of Area Arrangements has been implemented as a project within the Community Leadership Programme. By March 2009 all Area Plans will be approved and a framework in place to review progress. The change management approach is also key to the successful delivery of the review and the wider Community Leadership Programme some of which has been delivered during this financial year but the programme will be a longer term commitment</p> <p>No - The council did not play the active role in housing that was originally envisaged. Succession Strategy being developed by BOTM with council support in 2009/10. Housing and environmental programmes being progressed but only slowly</p> <p>Yes - Christmas events progressed by the City Centre Management Initiative resulting in successful launch and parade and increased footfall in the City Centre</p>	<p>Local Area Plans in place (containing priorities for each regeneration area) which enable service provision to be more responsive and aligned to local needs and aspirations</p> <p>Increased footfall and spend in the City Centre and increased profile of City Centre</p>	<p>All</p> <p>All</p>	<p>All</p> <p>All</p>
<p>European and UK Funding We will lead the implementation of a co-ordinated approach to bidding for, and managing, external funding across the council</p>			All	All

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Create a co-ordinated external/special funding service and associated framework to enable better access to, prioritisation and management of funding. <p>We will adapt and develop the council's existing European and UK funding responsibilities in relation to programme needs and improvements in internal working</p> <ul style="list-style-type: none"> ▪ Develop projects to secure support from first year of City Region Investment Plan and 2007-2013 European Regional Development Fund (ERDF) and European Social Fund (ESF) programmes <p>We will represent the city's interests effectively in key policy areas working with local, regional, national and European partners as appropriate</p> <ul style="list-style-type: none"> ▪ Continue to lobby for city's interests in reviews of European and other key regeneration strategies and programmes 	<p>No - Proposals are being prepared for implementation during 2009/10</p> <p>Partially - the new Single Programme Investment Plan will not take effect until 2009/10. Only limited bidding was possible for ERDF</p> <p>Yes - where necessary</p>	<p>Single Programme approvals 2007/08: £4.4m; spend £6.6m ERDF/ESF approvals 2007/08: £269,000; spend: £2.8m</p> <p>The areas within which ERDF can be spent to promote enterprise activity have been agreed with One Northeast</p>		
<p>Economic Participation We will ensure that Sunderland develops its potential to adapt and thrive as a prosperous city by:</p> <p>Playing a leading role (as partner and host authority) in the new Tyne and Wear City Region designed to improve the economic performance of the area</p> <ul style="list-style-type: none"> ▪ Support the effective operation of the City Region ▪ Design and deliver joint programmes and projects to meet City Region objectives <p>Facilitating and delivering business creation, development and diversification to increase economic prosperity and employment in the city</p> <ul style="list-style-type: none"> ▪ Expand the offer of strategic employment sites and range of new innovative employment opportunities within the city 	<p>Yes - Executive Team established, and work underway on developing agreed Investment Plans</p> <p>Yes - Creation of 4,000 high quality jobs at Rainton Bridge and the announcement of an £80 million investment at Turbine Park, Washington to create 4000 jobs and financial incentives scheme successfully delivered</p>	<p>Investment plan for 2009/11 to be agreed with One Northeast.</p> <p>Delivery of appropriate sites, employment opportunities and financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors</p>	All	SP1

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement a revised targeted financial incentive scheme ▪ Improve monitoring of economic data in respect of the city 	<p>Yes - financial incentives scheme successfully delivered</p> <p>No - an agreed set of indicators is still to be finalised, including measures of enterprise. Work on the Working Neighbourhoods Strategy will support this activity</p>	<p>Delivery of appropriate financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors</p>		
<p>Employment and Training We will maximise employment support and training opportunities for residents of the city by:</p> <p>Developing a strategic framework for the delivery of Employment and Training Services</p> <ul style="list-style-type: none"> ▪ Identify impact of Regional Employability Framework proposals, and Multi Area Agreement employment targets and develop an Employment Strategy accordingly ▪ Implement approved approach to Job Linkage forward strategy and worklessness reduction programmes ▪ Contribute to and strengthen the Sunderland Partnership's Economic Prosperity Thematic Group in relation to target setting, delivery, planning, and co-ordination, to achieve Local Area Agreement targets <p>Tackling worklessness in conjunction with the LSP's Economic Prosperity Thematic Group</p>	<p>Yes - Working Neighbourhoods Strategy agreed</p> <p>Yes - implementation of Working Neighbourhoods Strategy</p> <p>Yes - ongoing participation and integration</p>	<p>A better understanding of need will be developed. This will improve investment decisions and secure greater return on investment</p> <p>Better benchmarking and identification of best practice, to assess the relative impact of local activities</p> <p>Creation of a robust delivery plan for targeted improvement of provision of an enhanced service - build on service improvements</p> <p>Improved understanding of local economy and local issues - improved knowledge so Partnership takes full advantage of opportunities and challenges</p>	All	SP1

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Roll out Northern Way Worklessness Pilot models <p>Improving the take up and quality of vocational learning provision</p> <ul style="list-style-type: none"> ▪ Improve the council's work based learning provision including extensive use of Train to Gain resources ▪ Submit a Bid for a Train To Gain contract to the LSC 	<p>Completed</p> <p>Yes</p> <p>Yes</p>	<p>Learning from project has assisted the development of the Working neighbourhood Strategy, leading to improved services</p> <p>Greater understanding and knowledge within the city council of services and improved opportunities for training</p> <p>Awarded as part of the Single Contract providing improved skills and motivation - pilot project underway with eight people, to be evaluated and rolled-out if successful</p>		
<p>Crime, Fear of Crime, Anti-Social Behaviour and Substance Misuse</p> <p>We will reduce crime, the fear of crime, anti-social behaviour and substance misuse</p> <ul style="list-style-type: none"> ▪ Implement and monitor delivery of the new 15 year Safer Sunderland Strategy and its annual action plans ▪ Implement a new Performance Management Framework to support the strategy ▪ Improve the effectiveness of offender rehabilitation 	<p>Yes - New Safer Sunderland Strategy 2008-2023 has been published with a clear delivery plan to support this. Delivery groups have all provided progress papers on their strategic priority to the SSP in September 2008</p> <p>Yes - A new draft performance management framework has been produced. It is expected that this will be signed off and operational for 2009/10</p> <p>Yes - An integrated offender management approach is well into its development stage.</p>	<p>An outcome focused strategy which sets out what the SSP will do to make everyone in Sunderland be, and feel, safe and secure</p> <p>This helps ensure that all council services consider the implications of their work on improving community safety and creating a safer city</p> <p>This is impacting on a reduction in re-offending of prolific offenders and drug misusing offenders</p>	All	SP3

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> <li data-bbox="108 398 614 488">▪ Improve early detection and action to reduce incidences of domestic violence <li data-bbox="108 891 614 1070">▪ Improve feelings of safety by securing funding to: enhance community feedback mechanisms, continue marketing and communications work, and continue the bi-annual safer communities survey <li data-bbox="108 1406 614 1529">▪ Deliver the SSP Improvement Plan to ensure compliance with the 6 hallmarks of effective partnership working <li data-bbox="108 1653 614 1742">▪ Lead on the production of an annual partnership strategic assessment to inform a review of priorities 	<p data-bbox="614 212 1010 365">This is aligning the strategic and operational management and co-ordination of the DIP, PPO and DRR schemes to reduce rates of re-offending</p> <p data-bbox="614 398 1010 857">Yes - A range of new developments have taken place around tackling repeat incidents of domestic violence including Multi-Agency Risk Assessment Conferences for high risk victims; an Independent Domestic Violence Advisor service to support high risk victims through the court process and an accredited Specialist Domestic Violence Court (SDVC) to provide specialist support in dealing with DV cases in Magistrates Courts</p> <p data-bbox="614 891 1010 1283">Yes - Working Neighbourhood Fund has been secured for £100,000 in 2008/09 to implement the partnership's marketing and communications plan. The survey has now become an annual survey (next one will be March 2009) but focus groups have been carried out from August to October 2008 to help inform the development of the revised survey</p> <p data-bbox="614 1406 1010 1619">Yes - The improvement plan contained 38 recommendations for improvement and work is underway to implement these by March 2009. A progress report has been to the SSP Board in October 2008</p> <p data-bbox="614 1653 1010 1921">Yes - The 2007 partnership strategic intelligence assessment (PSIA) was held as good practice in both a review by the Jill Dando Institute and the Hallmarks review. The 2008 PSIA has been produced and was signed off by the SSP Board in December 2008</p>	<p data-bbox="1010 398 1278 611">This is resulting in reduced repeat victimisation of domestic violence and better support available to victims and their children</p> <p data-bbox="1010 891 1278 1126">This is improving feedback to communities on action taken to tackle local priorities as well as reassurance messages on staying safe</p> <p data-bbox="1010 1160 1278 1373">This will ensure the SSP continues to be able to identify residents' priorities and monitor progress against changes in perceptions of these</p> <p data-bbox="1010 1406 1278 1552">This work ensures the partnership continues to be effective in creating a safer city</p> <p data-bbox="1010 1653 1278 1955">This supports the SSP's evidence based decision making and means the SSP meets its statutory duty to produce a PSIA under the hallmarks of effective partnership working</p>		

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement recommendations from LMAPS review ▪ Implement a process for responding to Community Call For Action once the statutory duty comes into effect 	<p>Yes - The 15 recommendations have been achieved or partially achieved and the remaining ones expect to be implemented by end of 2008/09</p> <p>No - This duty is not yet in place however the Board are supporting the Regeneration Review Committee in a current review of fear of crime</p>	<p>This supports better area based service delivery and ensures repeat problems are effectively tackled</p> <p>This will ensure a process is established for a co-ordinated partnership response to persistent repeat problems</p>		
<p>Reducing Inequalities in Health Developing corporate actions to improve the health of the population</p> <ul style="list-style-type: none"> ▪ Apply for Phase V of the WHO European Healthy City Network programme ▪ Identify opportunities in the Communities for Health programme 	<p>No - Criteria for application only recently developed and awaiting notification of application date</p> <p>Yes -Support for the Wellness programme provided</p> <p>Literature produced on the work of older people and circulated to local and international organisations</p> <p>Walking network in the city established</p>	<p>Health inequalities in the city addressed through the programme</p> <p>Extended take up of the Wellness programme</p> <p>Raised the profile of issues and perceptions of older people throughout the city</p> <p>Co-ordinated actions on walking opportunities across the city</p>	All	SP2
<p>Community Cohesion We will achieve year on year improvement in Community Cohesion within the city, progress the council's compliance with the Equality Standard and ensure the council's Equality Policy and Plan comply with the requirement of existing and emerging equality law</p> <ul style="list-style-type: none"> ▪ Provide evidence to support Level 3 and progress action to comply with Level 4 of the Equality Standard 	<p>Yes - Level 3 Peer Assessment complete and accreditation achieved. Recommendation from assessment built into Level 4 Action Plan</p>	<p>Council has established systems and processes to ensure it can be confident in assessing delivery of services across the equality agenda, this will allow for more comprehensive reporting and accountability to various interest groups and individuals</p>	All	SP5

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Develop and Implement a city-wide Community Cohesion Strategy and Action Plan</p> <ul style="list-style-type: none"> <li data-bbox="113 338 609 427">▪ Collate research and information across the city and incorporate into an Action Plan <li data-bbox="113 857 609 891">▪ Develop and review the role of IAGs <p>Implement the ARCH (Agencies Against Racist Crime and Harassment) city-wide racist incident reporting system</p> <ul style="list-style-type: none"> <li data-bbox="113 1285 609 1346">▪ Refine, review and continually develop the system 	<p>Yes - Community Cohesion Strategy presented to Cabinet in October and the LSP Board in November</p> <p>Yes - Set up of all IAGs initiated. Terms of reference established for most groups. Initial Inter IAG Networking event delivered. Overall IAG development plan produced. IAG position within the Sunderland Partnership structure being reviewed</p> <p>Yes - Reliable baseline of statistics now achieved. Agency participation increased and growing. ARCH system being established in schools under consideration</p>	<p>Council is establishing clear means of communicating and working with key workers and projects to coordinate community cohesion activities and ensure that they contribute to stronger, more confident communities</p> <p>Different interest groups are better able to contribute to the decisions made for their city and feel more involved in the running of the city</p> <p>Partnership working established to address issues of racism and other hate crimes - greater awareness and confidence of victims that agencies are working to address the issues and enhance the well being of all residents</p>		

REGENERATION AND COMMUNITY COHESION

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Achieving Regeneration Throughout Sunderland</p> <p>REGENERATION SERVICE</p>	Implement the new area regeneration management programme			LAA priorities will be supported through the implementation of LAPs and area focused regeneration will develop using local intelligence and skills.	Q1 LAPs will be provided for use by the 5 Area Committees	AC& SPM
Ensure the delivery of local regeneration priorities within the context of the LAA 2008-2011 and maximise the impact of funding	<p>Ongoing performance management through the implementation of improved PMF</p> <p>Ongoing support in development and delivery the revised area arrangements</p>	<p>Ongoing performance management through the implementation of improved PMF</p> <p>Ongoing support in development and delivery the revised area arrangements</p>	<p>Ongoing performance management through the implementation of improved PMF</p> <p>Ongoing support in development and delivery the revised area arrangements</p>	<p>Effective action on LAP priorities will improve local quality of life by narrowing the gap between more deprived neighbourhoods/communities/individuals and the rest of the city/UK</p>	<p>Q1 - Q4 Regeneration funding provided by the committees will attract additional partner funding into the local programmes</p> <p>Q1 Specific priorities for each Area Committee will be determined that will guide budget commitments</p>	
Develop and implement systems for the effective performance management of area arrangements and Local Area Plans (LAPs)	<p>Finalise LAPs in line with LAA review deadlines</p> <p>Continue to work all relevant interests to commission activity to meet strategic priorities identified in LAPs</p>	<p>Review Area Plans in line with Economic Masterplan and LAA review deadlines</p> <p>Continue to work all relevant interests to commission activity to meet strategic priorities identified in LAPs</p>	<p>Review Area Strategies in line with post LAA review deadlines</p> <p>Continue to work all relevant interests to commission activity to meet strategic priorities identified in LAPs</p>	<p>Social exclusion will be reduced, quality of life for vulnerable people will be improved</p>		
Support Back On The Map (BOTM) in implementing its regeneration programme	Agree BOTM forward strategy and investigate resources required to continue implementation of housing and environmental programme	Programme closure and confirmation of new arrangements with the "successor" body		Major physical and social regeneration of the Hendon area will be achieved		VT and AC&S PM

REGENERATION AND COMMUNITY COHESION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>PROPERTY SERVICES</u> Continue to improve the City Centre</p>	Prepare a City Centre Initiative Business Plan and action Plan in partnership with stakeholders and co-ordinate activity with the Council through the City Centre Strategy Group (see Leader & Deputy Leader Portfolio - Programme and Project Office)	Implement Action Plan	Continue implementation of action plan	The City Centre will be a more attractive environment which will lead to increased footfall and spend in the city		HLP
<p><u>European and UK Funding</u> <u>STRATEGIC PROGRAMMES AND EUROPE TEAM</u> Develop and manage the Sunderland Investment Plan of major capital economic projects</p>	Develop and Agree Investment Plan with ONE and other funders	First formal review (in light of Economic Masterplan)	Second formal review	All major physical projects brought together in a single plan	First formal review (in light of Economic Masterplan) Second formal review	SPET M
Coordinate the council's approach to bidding for, and managing, external funding	Review effectiveness of existing procedures	Manage and develop strategic framework in line with findings of review	Undertake a first review of the strategic framework	The quality of life for residents across the city should be improved by attracting more funds to support key social and physical regeneration priorities	Investment Plan approved by Cabinet and One Northeast Completion of review and confirmation of revised procedures	SPET M
Adapt and develop the council's existing European and UK funding responsibilities in relation to the city's and regional priorities and procedures	Development and management of projects within European programmes for 2007-2013 and Single Programme 2009-2011	Development and management of projects within European programmes for 2007-2013 and Single Programme 2009-2011 including preparation for post 2001 programmes	Development and management of projects within European programmes for 2007-2013 and Single Programme 2011/12 onwards	Major physical and social regeneration projects will be delivered across the city and there will be significant improvement in economic activity rates in the city	Management reviews of Single Programme investment plan Individual project approvals	SPET M

REGENERATION AND COMMUNITY COHESION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Represent Sunderland's interests effectively in key policy areas working with local, regional, national and European partners	Continue to lobby for city's interests in reviews of European and other key regeneration strategies and programmes	Lobby for city's interests in relation to post 2010/11 programmes and mid term evaluations of European programmes		Strategic funding programmes will reflect the needs of Sunderland wherever possible thereby allowing appropriate bids to be submitted on the city's behalf		SPET M
Economic Participation We will ensure that Sunderland develops its potential to adapt and thrive as a prosperous city by:						
Develop a 15 year Economic Masterplan for the city	Commission Economic Masterplan and complete stage 1	Finalise Economic Masterplan and begin delivery	Deliver Economic Masterplan	Coherent and coordinated plan for the development of the city delivered by council and partners	Q1 Consultant appointed Q4 Stage 1 completed	HSED
Playing a leading role in the Tyne and Wear City Region	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Improved collaboration between local authorities and partners to create better outcomes for residents Appropriate investment at the appropriate level to maximise benefits for people in Sunderland		HSED
<u>ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT</u> Facilitating and delivering business creation, development and diversification to increase economic prosperity and employment in the city	Ensure appropriate and innovative strategic employment opportunities are provided and promoted accordingly	Continue the promotion of strategic and innovative employment opportunities and review approach accordingly		Sustainable employment opportunities provided for local residents		HCBI

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Continue to provide a targeted financial incentive scheme and review appropriateness	Provide revised targeted financial assistance scheme taking account of review	Annual review by assessing grant scheme for local impacts	Financial incentives that encourage employment in Sunderland		
	Review core economic data indicators	Continued implementation and review	Further refinement of measures	Improved understanding of the city's economy and the effectiveness of the council's and partners' activities to support employment generation		
	Commence process of developing business premises for new firms at Washington	Complete development	Premises open	360 new business start ups	Q2 Premises open	HSED
	Deliver Working Neighbourhoods Strategy, "boosting enterprise"	Deliver Working Neighbourhoods Strategy, "boosting enterprise"				
Employment and Training						
We will maximise employment support and training opportunities for residents of the city by:	Deliver Working Neighbourhoods, "assisting people into work"	Deliver Working Neighbourhoods, "assisting people into work"		2500 people into work		HSED
Developing a strategic framework for the delivery of Employment and Training Services	Expand apprenticeships and entry to employment provision both in terms of learner numbers and new vocational areas	Continue to develop provision and maximise impact of training centres in line with Government's learning and skills agenda		The training needs of young people and employers will be better met and there will be an increase of 25% in the number of 14-19 year olds participating in vocational learning by 2010/11		
Improving the take up and quality of vocational learning provision						

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Introduce new, innovative training provision - including young apprenticeship, higher apprenticeships and involvement in the new specialist diplomas			Progression through apprenticeship provision to FE and HE will increase to 20% by 2011 Private sector organisations will also be able to take advantage of a high quality training offer		
Crime, Fear of Crime, Anti-Social Behaviour and Substance Misuse <u>REGENERATION SERVICE</u> We will reduce crime, the fear of crime, anti-social behaviour and substance misuse	Review the Partnership Strategic Intelligence Assessment (PSIA) to inform new priorities for the year ahead. This will include an annual review of performance and key action plans and targets Monitor the council's compliance against S17 of the Crime and Disorder Act 1998 Review and secure Safer Communities team staffing and funding	Refresh the PSIA to incorporate new date. E.g. Police and Health Assessment date, in order to identify any new or emerging strategic priorities for 2010/11 Work with the Corporate Policy and Performance Improvement Team to review how well S17 of the Crime and Disorder Act is embedded into the strategic planning process Action complete	Review the process for conducting the PSIA to ensure any intelligence gaps from the previous year have been addressed Action complete Identify new Safe City priorities for the next LAA	Residents being and feeling safe and secure A safe environment Residents being free from harm (including substance misuse) Residents being free from crime and disorder Pre-conditions to these outcomes are: <ul style="list-style-type: none"> ▪ A supportive family environment ▪ Cohesive communities ▪ Active citizenship 	Q3 Produce a new PSIA Q3 Ensure any new S17 issues have been flagged up within the Corporate Improvement Plan and Risk Management Plan Q2 Staffing review complete and funding sources for all posts confirmed	SCM

REGENERATION AND COMMUNITY COHESION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>The Strategic Board to review functions, responsibilities and knowledge and skills requirements of the officers working on its behalf</p>	<p>Review the SSP's performance management framework (PMF) in light of the annual LAA refresh</p> <p>Carry out a complete review of the SSP's compliance against Hallmarks of effective partnerships</p>	<p>As part of the Hallmarks of effective partnership, ensure there is sufficient officer capacity to support the partnership functions and processes in light of frequently changing responsibilities of CDRPs</p>	<p>The SSP will meet all of the statutory requirements placed upon it and will exceed the minimum requirement for effective partnership working by having effective governance and delivery structures in place which will in turn contribute towards the wider outcome of residents being and feeling safe and secure in Sunderland</p>	<p>Q4 Improvement plan and partnership Operating Framework developed</p> <p>Scrutiny process written up, shared and agreed with partners</p>	
	<p>Confirm community call for action, feedback and scrutiny arrangements for the Safer Sunderland Partnership</p>	<p>Action complete</p>				
	<p>Secure resources to increase levels of community feedback, marketing and communications work and improve confidence in the Criminal Justice System (CJS). This will include implementing the neighbourhood Crime and Justice Pilot (NCJP)</p>	<p>Take forward findings from the first NCJP operation and ensure linkages are operational</p>	<p>Continue to improve marketing, communication and feedback methods to improve feelings of safety and public confidence in the CJS</p>	<p>Residents being and feeling safe and secure including improved public confidence in the CJS</p> <p>Evidence led decision making and identification of areas of the city with below average feelings of safety in order to close the perception gap between crime and feelings about crime</p>	<p>Q2 Revised marketing and communication plan in place. NCJP fully operational and co-ordinator in post and working with local courts and probation service to better integrate the services offered to the public on crime and justice locally</p>	

REGENERATION AND COMMUNITY COHESION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Reducing Inequalities in Health</p> <p><u>REGENERATION SERVICE</u></p> <p>Develop corporate actions to improve the health of the population</p>	<p>Implement the agreed objectives of Phase V of the WHO European Healthy City Network programme</p> <p>Work with partners to roll out agreed programme to communities of need</p> <p>Implement the agreed priorities in the Sunderland Strategy and the LAA</p>	<p>Implement the agreed objectives of Phase V</p> <p>Work with partners to roll out agreed programme to communities of need</p> <p>Implement the agreed priorities in the Sunderland Strategy and the LAA</p>	<p>Implement the agreed objectives of Phase V</p> <p>Work with partners to roll out agreed programme to communities of need</p> <p>Implement the agreed priorities in the Sunderland Strategy and the LAA</p>	<p>There will be a reduction in the level of health inequality across the city and the gap in levels of health inequality at the city level and the national level will be reduced</p>	<p>Q1 A successful application to the WHO European Healthy Cities programme will have been achieved</p> <p>Q4 A series of strategically linked projects will have been developed to contribute to reducing health inequality</p> <p>Q1 The structures of the LSP Health Thematic Partnership will have been reviewed, restructured and in operation</p>	<p>AC&S PM</p>
<p>Community Cohesion</p> <p><u>DIVERSITY AND INCLUSION</u></p> <p>Develop more inclusive communities in Sunderland and continue to improve the council's approach to equalities</p> <p>Develop and Implement a city-wide Community Cohesion Strategy and Action Plan</p>	<p>Provide evidence to support compliance with Level 4 and progress action to comply with Level 5 of the Equality Standard</p> <p>Develop city-wide community cohesion arrangements</p>	<p>Provide evidence to support Level 5 of the Equality Standard and continue to monitor, review and maintain compliance with the standard</p> <p>Develop joint equalities approach for Sunderland Partnership</p>	<p>Raise national profile of Sunderland's community cohesion work to share best practice and learning</p>	<p>Key areas and issues regarding inequalities show evidence of a year on year improvement and 'narrowing the gap</p>	<p>Q1 Declare Level 4 achieved</p> <p>Q2 Sunderland Partnership equalities group established</p> <p>Q4 Complete Level 5/Excellent self-assessment</p>	<p>D&IM</p>

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
		Ensure Duty to Promote Community Cohesion		The council has clear structures embedded in its mainstream planning processes to ensure that equalities issues are successfully addressed on an ongoing basis	Q4 Plans for areas developed and published	
	Implement and continuously improve a programme of activities that promote community cohesion in Sunderland	Develop proactive role of IAGs		Sunderland's communities are stronger and more confident, shown in measurable improvements in community cohesion, as measured by the annual MORI and other surveys, through more effective targeting of resources to promote cohesion.		
	Review and evaluate progress, including the role of the IAGs	Implement and continuously improve a programme of activities that promote community cohesion in Sunderland		A more inclusive Sunderland Partnership, and improved capacity of people from the key minority and vulnerable groups to contribute		
		Review and evaluate progress, including the role of the IAGs		Integrated system for reporting Hate Crime across Sunderland Partnership and better intelligence/development of programmes to address emerging issues		
Develop and integrate into strategic planning processes a city-wide hate based incident reporting system	Develop tension monitoring networks	Ensure data is available regarding all hate based incidents across the city	Ensure migration to city-wide system		Q1 Tension monitoring plan produced	

REGENERATION AND COMMUNITY COHESION

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

In the last 5 years there have been reductions in all of the major crime categories comparing 2002/03 with 2007/08. Total recorded crime in Sunderland has reduced by 37%. This equates to 14,157 fewer victims of crime over this period. The national Public Service Agreement target was to achieve a 20% reduction in recorded crime from 2003/04 to 2007/08 (based on the British Crime Survey comparators). Sunderland exceeded this target a year early, achieving a 33% reduction.

A 15 year Safer Sunderland Strategy was published in April 2008 which is supported by delivery plans for each strategic priority and monitored through a new performance management framework.

The SSP's Multi-agency Information Sharing System, (called the Vault), was set up in 2007 and provides a secure web-based area for partnership analysts to access routinely updated core safer communities' data sets. This is used both to inform performance management and also to inform intelligence led decision making and strategic priority setting and this is kept up to date with a wide range of information and key data sets including recorded police data and findings from our community engagement and consultation.

Costs for the Safer Communities team are in the lower quartile when compared against Metropolitan Authorities and Nearest Neighbours for 2008/09 and are ranked 2nd for both.

The Working Neighbourhood Strategy has been agreed, and will drive forward efforts to create successful neighbourhoods across the city by putting employment and enterprise at the centre of efforts to improve prosperity in those localities. The overall aim of the Working Neighbourhoods Strategy is to increase the economic prosperity of Sunderland by increasing the number of residents in work and those in business on their own account. The programme of activity will contribute towards the City's achievement of key indicators by supporting 2,500 Sunderland residents to move from out of work benefits and progress into either sustainable employment or self-employment by March 2011. Opportunities to maximise the effectiveness of this resource will be explored across the service.

Opportunities for partnership working are maximised, where appropriate, and the service is working in partnership with a number of public and private sector partners on business support and job creation initiatives, including the Job Linkage network, Working Neighbourhoods Strategy and Rainton Bridge Business Park. 2008/09 saw the creation of 4,000 high quality jobs at Rainton Bridge and the announcement of an £80 million investment at Turbine Park, Washington to create 4000 jobs.

The service was successful in attracting an additional £1.5million ERDF grant for the Sunderland Aquatic Centre in April 2007 taking the total level of ERDF on this project to £3.6million. Other major projects for which European and ONE Northeast funding were secured included the Sunderland Strategic Transport Corridor, Sunnyside Redevelopment, the candidate World Heritage Site at St Peters and Bede, the CtC Cycleway and the Tyne and Wear Area Tourism Partnership.

The 2009/10 budget has been set taking account of efficiency savings totalling £78,000, further details of which are set out within the relevant service planning sections.

REGENERATION AND COMMUNITY COHESION

FINANCIAL

Page No	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Regeneration and Community Cohesion	
552	129,474	166,311	154,257	Diversity and Inclusion	439,813
556	331,151	268,855	180,378	Strategic Programmes and Europe	145,932
560	417,496	898,811	1,009,689	Economic Development and Business Support	886,150
571	515,479	176,495	781,462	Safer Communities	782,267
572	2,037,324	2,582,330	2,582,330	Strategic Initiatives Budget	2,582,330
573	628,256	706,972	767,542	Area Co-ordination and Special Programmes	559,175
574	324,754	302,691	6,004,184	Employment and Training	9,417,505
	4,383,934	5,102,465	11,479,842	Total Regeneration and Community Cohesion	14,813,172

TRADING OPERATIONS

575				Training Centres	
	105.0	108.6	106.6	Total No. of Staff	106.1

PLANS AND STRATEGIES

- Community Cohesion Strategy
- Corporate Equality Action Plan (Level 4) 2008/09
- ARCH Development Plan 2008-2011
- IAG Development Plan
- Corporate Equality Scheme
- Disability Equality Scheme
- Gender Equality Scheme
- Race Equality Scheme
- PREVENT action plan
- Delivery of Working Neighbourhoods Strategy
- Lead for Business Support Simplification Programme
- Safer Sunderland Strategy
- Anti-Social Behaviour Strategy
- Sunderland Alcohol Strategy
- Adult Drug Treatment Plan
- Alcohol Treatment Plan
- Substance Misuse and Housing Strategy
- Violent Crime Action Plan
- Single Programme Investment Plan for Sunderland 2009-2011
- European URBAN II Community Initiative Programme for Hetton and Murton 2000-2006
- Local Area Plans (to be approved and in place for 1 April 2009 subject to annual review)
- Working Neighbourhood Strategy
- WHO European Healthy City Phase V Action Plan (to be in place for 1 April 2009 and subject to annual review for the 5-year period of the programme. Agreement and commitment to the Action Plan will result in the development of further plans)
- Development of Sunderland as an Age Friendly City Plan April 2009
- Annual Communities for Health Programme Plan (to be in place April 2009, subject to Government funding being provided).

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to drive and co-ordinate work across Sunderland to ensure the city has strong and confident communities, offers equality of opportunity to all and recognises and values the diverse needs and contributions of all sectors of our community. To achieve this aim, the service:

- Works with partners to promote community cohesion throughout the city
- Drives progress against the Equality Standard for Local Government
- Manages a racist incident reporting system
- Promotes community engagement and involvement with all sectors of our community.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
2a	The level of the Equality Standard	2	2	3	Yes. Level 3 self- declared by target date, externally accredited in July 2008	4	5
2b	Duty to promote race equality	74%	63%	63%	Yes	68%	73%
174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	31.84	27.14	29.96	Yes	28.19	24.94
175	The percentage of racist incidents reported to the Local Authority that resulted in further action	100%	100%	100%	Yes	100%	100%
NI1	% of people who believe people from different backgrounds get on well together in their local area					tbc	76%
NI4	% of people who feel that they can, through their own actions, influence decisions in their locality					tbc	tbc

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective: Improve the council's approach to equality						
Service Improvement Progress the council's compliance with the Equality Standard for Local Government and ensure the council's Equality Policy and Plan comply with the requirement of existing and emerging equality law	Development of Inclusive Communities officers' group Delivery of Levels 4 and 5 action plan Self assessment exercise carried out with regard to achievement of Level 5 of Equality Standard (or equivalent in the new Equality Framework)	Equalities impact assessments linked to community cohesion impact assessments Develop a joint equalities approach to be adopted by Partnership Continuous improvement action plan developed and delivered Achieve Level 5 of the Equality Standard (or the equivalent in the Equality Framework)	Maintain and facilitate partnership equalities group and co-ordinated development and delivery of partnership equality action plan	Key areas and issues regarding inequalities show evidence of a year on year improvement and 'narrowing the gap' The council has clear structures embedded in its mainstream planning processes to ensure that equalities issues are successfully addressed on an ongoing basis and can evidence that these are having a positive impact upon communities	Q1 Declare Level 4 achieved Q4 Completed self assessment for Level 5/ excellent	D&IM
CORPORATE IMPROVEMENT PRIORITY 5						
Objectives: - Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust. - Enable local people and groups to engage with partners and influence the development of responsive local public services.						
Service Improvement Implement a city-wide Community Cohesion Strategy and Action Plan	Identify and work with elected member champions in each area Develop and facilitate area based Community Cohesion Action Planning Groups Develop and implement area based community cohesion action plans	Ensure community cohesion is fully integrated in schools planning (including extended schools programme) as per the Duty to Promote Community Cohesion	Raise the national profile of Sunderland's work on community cohesion, specifically around social capital interventions and links to new research	Sunderland's communities are stronger and more confident, shown in measurable improvements in community cohesion, as measured by the annual MORI and other surveys, through more effective targeting of resources to promote cohesion	Q1 Area champions identified Q2 First training sessions for area champions carried out Q4 Plans for areas developed and published	D&IM

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>Service Improvement</u> Citywide co-ordination of Creating Inclusive Communities cross-cutting theme</p>	Develop and facilitate area based Community Cohesion Rapid Response Groups	Develop and deliver measurable interventions as regards building bridging and linking social capital				
	Revisit and refresh Terms of Reference of Community Cohesion Working Group	IAGS taking a more proactive role in scrutinising delivery of projects across the partnership	Delivery plan for Inclusive Communities Thematic Group developed by group and owned and disseminated by group	A more inclusive Sunderland Partnership, and improved capacity of people from the key minority and vulnerable groups to contribute	Q1 Revised terms of reference available for Community Cohesion Working Group and Inclusive Communities Thematic Group	
	Revisit and refresh Terms of Reference of Inclusive Communities Thematic Group	Comprehensive community engagement strategy adopted by partnership			Q2 Partnership equalities group established	
	Develop an Equalities Partnership Group	Joint equalities approach agreed and adopted by partnership			Q3 Community cohesion impact assessment tool available for consultation	
<p><u>Service Improvement</u> Develop and integrate into strategic planning processes a city-wide hate based incident reporting system</p>	Develop a Community Impact Assessment tool and roll out of use across Partnership					
	Further develop and strengthen links to LMAPS	Ensure data is available regarding all hate based incidents across the city.	Ensure migration to citywide system is complete	Integrated system for reporting Hate Crime across Sunderland Partnership	Q4 Community cohesion impact assessment tool being used by key partnership projects	
	Develop tension monitoring networks			Better intelligence and development of programmes to address issues that emerge	Q1 Tension monitoring plan produced	
	Roll out system to schools	Ensure information is fed into all relevant groups including area committees, LMAPS and community cohesion groups			Q2 Plan for migration to citywide system produced	
	Roll out to cover all hate based incidents					
	Manage migration to citywide system					

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q3 Management plan in place and being implemented re migration of ARCH to city-wide system Q4 ARCH system rolled out for use in schools	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Diversity and Inclusion service are taking the corporate lead on identifying National Indicators that relate to Diversity and Inclusion and ensure that appropriate actions are implemented and targets achieved. There are currently some baselines regarding community cohesion that have been established through the annual Residents' Survey. Actions have been identified to improve our rating against these indicators and these actions have formed the core of the Community Cohesion Strategy. In national terms we are generally below average, with the exception of those who feel that they belong to the area which is above average. A general approach to community cohesion has been developed through the Community Cohesion Strategy which will allow us to identify community cohesion issues at a locality level and develop interventions which recognise the different concerns and needs across the city. In the LAA two key community cohesion indicators have been adopted as key indicators of the success of our aim to build stronger and more cohesive communities across the whole of the city. These indicators are NI1 (% of people who feel that people from different backgrounds get on well together) and NI4 (% of people who feel that they can, through their own actions, influence decisions in their area).

Until the implementation of the ARCH system there was no reliable mechanism for the reporting of racist incidents so it has not been possible to establish a meaningful baseline as regards the level of racist incidents across the city. This will help assess progress as regards a number of National Indicators, and specifically NI 1 'percentage of people who believe people from different backgrounds get on well together in their local area' (PSA 21), NI 2 'percentage of people who feel that they belong to their neighbourhood' (PSA 21) and NI 23 'perceptions that people in the area treat one another with respect and dignity' (HO DSO). Sunderland ARCH was launched in October 2007 allowing a meaningful baseline to be established in 2008, following the system being live for a full year. The system has been positively evaluated by Primetrics and as part of the Peer Review for the achievement of Level 3 of the Equality Standard.

Sunderland ARCH is in place. All incidents reported are recorded and monitored statistically and used for community intelligence purposes across the City. ARCH is being strengthened across the City with new Partners joining up and being trained in this area. This will further be strengthened in 2009 with the introduction of ARCH into schools.

The Equality Standard for Local Government demands ongoing monitoring and assessment of progress against equalities actions, in order to ensure that the service can deliver the necessary evidence to reach Level 5 of the Equality Standard and beyond a suitable project management technique will be identified and employed for its delivery. This process is ongoing with the target date of 2010/11 for the achievement of Level 5 of the Equality Standard. Level 3 of the Equality Standard was achieved in May 2005 and Level 4 will be achieved by March 2009.

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	232,035	253,258	255,109	Employees	301,003
2	5,647	7,500	7,500	Premises	8,000
3	707	1,185	1,185	Transport	1,435
4	131,651	16,816	19,126	Supplies and Services	99,953
	<u>370,040</u>	<u>278,759</u>	<u>282,920</u>		<u>410,391</u>
5	265,686	149,295	149,998	Less Income	0
	<u>104,354</u>	<u>129,464</u>	<u>132,922</u>	Delegated Budget	<u>410,391</u>
				Non-Delegated Items	
6	16,435	27,046	27,046	Central Support Service Recharges	33,482
7	8,685	9,801	(5,711)	Employees - FRS17 Pensions Adjustment	(4,060)
	<u>25,120</u>	<u>36,847</u>	<u>21,335</u>	Non-Delegated Budget	<u>29,422</u>
	<u>129,474</u>	<u>166,311</u>	<u>154,257</u>	TOTAL BUDGET	<u>439,813</u>
	6.5	7.7	7.7	Total No. of Staff	9.0

Responsible Budget Holder
Diversity and Inclusion Manager

FURTHER INFORMATION

Sarah Buckler, Diversity and Inclusion Manager, 0191 561 1226, equality@sunderland.gov.uk

REGENERATION AND COMMUNITY COHESION

STRATEGIC PROGRAMMES AND EUROPE TEAM

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure that the council gains maximum benefit from major European and UK funding sources and other European initiatives and policy developments.

To achieve this aim, the service:

- Manages European funding and co-ordinates associated partnerships
- Secures and manages funding from major European and UK sources
- Analyses European policy development relating to the portfolio
- Pursues the city's interest in key policy fields relating to the portfolio within local national and European networks as appropriate.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	Programme funding approved within European partnerships	£1,867,704	£360,000	£442,970	Yes	£50,000	No longer applicable
Op2	Programme funding spent within European partnerships	£7,131,194	£3,362,000	£2,423,044	No. There was under spend on forecast figures for Objective 2 and URBAN II	£1,000,000	No longer applicable
Op3	European and ONE funding secured for City Council projects	£6,334,963	£1,968,000	£4,744,503	Yes	£6,777,000	£7,000,000
Op4	European and ONE funding spent on City Council projects	£10,573,639	£12,410,013	£8,908,552	No. Under spend has occurred on the 2008/09 forecasts for some major projects - grant rolled forward to 2008/09	£8,835,000	£7,250,000

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1, 7, 8 and 9						
Objectives: All						
Service Improvement Lead the implementation of a co-ordinated approach to bidding for, and managing, external funding across the council	Develop and manage a co-ordinated capital investment plan for regeneration activity in the city	Review the investment plan in line with the Economic Masterplan	Manage the investment plan to ensure that it reflects the city's regeneration priorities	More effective co-ordination of investment by the council and external agencies in regeneration	Q1 June 2009 - review of progress followed by quarterly reviews	SPETM
	Undertake a review of the council's external funding procedures	Confirm external funding procedures based on findings of review	Review effectiveness of the confirmed procedures	More effective management of external bidding	Q2 September 2009 - commence review	

REGENERATION AND COMMUNITY COHESION

STRATEGIC PROGRAMMES AND EUROPE TEAM

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Develop a co-ordinated approach to bidding for National Lottery and associated funding	Manage the co-ordinated approach to bidding for National Lottery and associated funding	Review the co-ordinated approach to bidding for National Lottery and associated funding and adapt accordingly	Improved relative performance of the city's take up of this type of funding	Q3 October 2009 - review of progress followed by quarterly reviews	

CORPORATE IMPROVEMENT PRIORITY 1, 4, 7, 8 and 9

Objectives: All

<u>Service Improvement</u>						
Secure appropriate resources from European programmes 2007-13 and Single Programme 2009/11 and other sources	<u>ERDF</u> Secure approvals of ERDF tenders for Working Neighbourhoods Strategy and Software City	Manage ERDF approvals seeking further funding where appropriate	Manage ERDF approvals seeking further funding where appropriate	Up to £5m of ERDF grant invested in WNS and Software City	August 2009 ERDF approval for WNS September ERDF 2009 approvals for Software City	SPETM
	<u>Single Programme</u> Secure individual project approvals within Single Programme investment plan and from regional allocations	Secure individual project approvals within Single Programme investment plan and from regional allocations	Secure individual project approvals within Single Programme investment plan and from regional allocations	Up to £10m Single Programme grant invested in arc business plan, Software City and other regeneration priorities	April 2009 One Northeast approval of Single Programme investment plan	
	Manage Single Programme investment plan for 2009/11	Manage Single Programme investment plan for 2009/11. Develop Single Programme investment plan for 2011/12 onwards	Manage Single Programme investment plan for 2011/12 onwards		Quarterly claims and review meetings with One Northeast	
	<u>ESF</u> Tender where possible for ESF support to meet strategic objectives	Tender where possible for ESF support to meet strategic objectives	Tender where possible for ESF support to meet strategic objectives	Up to £7m from the 2007-13 ESF Programme invested in skills and learning initiatives	April 2009 LSC contract awards (January 2009 tenders) Later 2009 tender timetable to be confirmed	

REGENERATION AND COMMUNITY COHESION

STRATEGIC PROGRAMMES AND EUROPE TEAM

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4, 5, 6, 8, 9						
Objective: All						
Service Improvement Ensure compliance with external funding requirements	Deliver remaining co-ordination responsibilities for URBAN II	Deliver remaining co-ordination responsibilities for URBAN II	No longer applicable	Satisfactory closure of the URBAN II Programme including its legacy plans	30 June 2009 - submission of 2008 Annual Report March 2010 - Submission of final report	SPETM
	Meet performance reporting and verification standards for European and Single Programme funding	Meet performance reporting and verification standards for European and Single Programme funding	Meet performance reporting and verification standards for European and Single Programme funding	Compliance with these requirements will avoid reduction or claw back of grant	Quarterly claims and monitoring programme visits (to be confirmed)	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service supports the case for excellent status by securing external funding and by its partnership working. This approach will continue and develop further within the context of the external funding review and the new funding programmes that will operate from 2008 onwards. The definition of performance indicators will be undertaken once the team's role in relation to leading and managing the Single Programme Investment Plan for 2009/11 and related investment in regeneration has been confirmed.

The service has continued to secure and manage funding on behalf of partners. In the last year, £4.5m of European Social Fund has been obtained to support the Sunderland 14-19 Partnership, the Tyne and Wear Care Alliance and Connexions. An additional £455,000 of Single Programme support has been secured for the development of the case for the candidate world heritage site at St Peters and Bede. The service provides an information and guidance role in respect of lottery funding and liaises closely with Sunderland CVS regarding bidding opportunities for community groups.

The service was successful in attracting an additional £1.5million ERDF grant for the Sunderland Aquatic Centre in April 2007 taking the total level of ERDF on this project to £3.6million. Other major projects for which European and ONE Northeast funding were secured included the Sunderland Strategic Transport Corridor, Sunnyside Redevelopment, the candidate World Heritage Site at St Peters and Bede, the CtC Cycleway and the Tyne and Wear Area Tourism Partnership.

Priority for the 2007-13 ERDF Programme will be to secure funding for Software City and the Working Neighbourhoods Strategy. ERDF proposals for the former were developed during 2008/09 and initial approvals should be confirmed in 2009/10. It is expected that a bid will be submitted for the latter in early 2009/10.

The first draft of the city's Single Programme Investment Plan for 2009/11 was submitted in January 2009. The service is leading the development and management of the investment plan and its integration with other regeneration proposals and funding streams.

The service has coordinated the final delivery stages and legacy arrangements for the URBAN II programme for Hetton and Murton as well as managing the closure procedures. The role of community partners in the success of the programme was recognised through a series of legacy initiatives.

Other work on the URBAN II in 2008/09 concentrated on ensuring that the Council fulfilled its responsibilities as accountable body in undertaking the required levels of monitoring and verification and in managing the closure of the programme. The closure duties will not be completed until 2009/10.

REGENERATION AND COMMUNITY COHESION
STRATEGIC PROGRAMMES AND EUROPE TEAM

Funds will continue to be managed in line with the complex requirements of the European Commission and other funding bodies. The service applies the council's performance management procedures and will continue to strive to keep sickness absence to a minimum.

The 2009/10 budget has been set taking account of efficiency savings totalling £17,000, arising from a review of staffing arrangements.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	432,782	350,558	283,372	Employees	302,155
2	6,235	10,124	10,124	Transport	4,574
3	78,331	70,930	70,726	Supplies and Services	8,757
	<u>517,348</u>	<u>431,612</u>	<u>364,222</u>		<u>315,486</u>
4	257,982	221,497	221,868	Less Income	186,278
	<u>259,366</u>	<u>210,115</u>	<u>142,354</u>	Delegated Budget	<u>129,208</u>
				Non-Delegated Items	
5	20,597	15,213	(5,503)	Employees - FRS17 Pensions Adjustment	(5,835)
6	51,188	43,527	43,527	Central Support Service Recharges	22,559
	<u>71,785</u>	<u>58,740</u>	<u>38,024</u>	Non-Delegated Budget	<u>16,724</u>
	<u>331,151</u>	<u>268,855</u>	<u>180,378</u>	TOTAL BUDGET	<u>145,932</u>
	12.0	9.5	7.5	Total No. of Staff	7.6

Responsible Budget Holder

Strategic programmes and European Team Manager

FURTHER INFORMATION

Gordon Bell. Strategic Programmes and Europe Manager, (0191) 561 1155, gordon.bell@sunderland.gov.uk

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure improvements in economic prosperity in the city through encouraging enterprise and business development by supporting indigenous business growth. To achieve this aim the service:

- Develops measures to increase the level of business activity and stimulate economic interest and business investment in the City
- Provides support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth
- Provides proactive and reactive support and assistance to secure direct strategic investment and re-investments in the city to create and safeguard local jobs
- Promotes physical and infrastructure improvements for business growth
- Works to develop a skilled and motivated workforce to support the long term goals of Sunderland as a competitive location
- Provides strategic policy and project development for business growth and investment
- Ensures the council uses its well being powers and meets its key delivery responsibilities in relation to worklessness
- Maximises the use of external and mainstream resources to support targeted action on worklessness, economic participation, skills and sustainable employment priorities.

This service is complementary to the Inward Investment Service of the Leader and Deputy Leader Portfolio.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Op1	Develop measures to increase the level of business activity and stimulate investment in the city						
	▪ Substantive enquiries received	783	800	576	No. General decline in local economy As above	800	600
	▪ Number of grant awards	191	100	89		100	80
	▪ Number of jobs created and/or safeguarded	1392	1000	1829.5	Yes	1000	1000
▪ Business support events	1	1	1	Yes	2	2	
Op2	Promote and raise the profile of the city by sponsorship of key business awards in the region and securing media coverage	66	36	45	Yes	23	20
Op3	To build on existing partnership models and support the work of the Economic Prosperity Thematic Group	8	12	18	Yes	12	12
Op4	Number of jobs accessed of which:	1000	1150	1357	Yes	1100	1250
	▪ Job Seekers Allowance	500	550	636	Yes	450	
	▪ Inactive benefit Recipients	500	600	721	Yes	650	
	▪ Young persons successfully completing a programme of work based learning	191	200	238	Yes	210	220

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>CORPORATE IMPROVEMENT PRIORITY 2</p> <p>Objectives: - Match the supply of labour with demand at all levels by closing the skills gap in the local economy and supporting those who are workless to find suitable employment - Support economic growth and participation in the economy by encouraging the development of an enterprising culture</p>						
<p><u>Service Improvement</u> Develop a set of core indicators to measure and monitor impact</p>	<p>Review core indicators to include e.g. Improved turnover GVA Employment levels</p> <p>Establish enterprise baseline as part of WNF Strategy</p>	<p>Continued implementation and review</p>	<p>Further refinement of measures</p>	<p>Agreed set of performance indicators to measure the impact of services and continually improve service provision. This will provide a clear view on the performance of the local economy</p>	<p>Q4 Publication of performance indicators</p>	<p>HCBI</p>
<p>Provide a range of targeted financial incentives to encourage job creation, business start-up, growth</p>	<p>Review incentives scheme, taking into account needs of local business in light of current economic conditions</p>	<p>Annual review by assessing grant scheme for local impacts</p>	<p>Annual review by assessing grant scheme for local impacts</p>	<p>Deliver appropriate financial incentives to meet the needs of Sunderland businesses to support changing economic structures and emerging sectors</p>	<p>Q4 Complete the review</p>	
<p><u>Service Improvement</u> Work with internal and external partners to mitigate the effects of the economic downturn</p>	<p>Develop and implement appropriate interventions</p>	<p>Continue implementation as required and monitor impact</p>	<p>Monitor and review</p>	<p>Improved resilience of the local economy</p>		
<p><u>Service Improvement</u> Improve cross directorate working in regard to the development of the City Centre</p>	<p>Participate in ARC and City Centre Strategy groups</p>	<p>Assess impact and review approach</p>	<p>Further assessment</p>	<p>Expedite the development of key City Centre sites</p>		

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>Service Improvement</u> Develop managed workspace in Washington	Agree complete funding package and determine procurement route	Complete the development, appoint staffing resources and agree maintenance requirements	Open and launch new workspace	The workspace will provide up to 3000 square metres of new floor space and provide for new business start ups and incubation	Q2 Secure funding package Q4 Start on site	
<u>Service Improvement</u> Develop proposals for Software City Incubator in conjunction with SCC partners,	Identify potential sites and funding package	Commence development	Open and launch incubator	The incubator will provide a minimum of 3000 square metres of space for new software businesses	Q3 Secure funding package Q4 Start on site	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Performance information is monitored on a monthly basis, with performance reports prepared for discussion with the Head of Service. All activities have appropriate performance management systems in place and regular reports are produced. At a wider level, work undertaken by the Audit Commission has demonstrated the difficulty in developing local economic development performance indicators. Nevertheless, a number of methods to measure the performance of economic development activities in the city have been introduced - these have encouraged debate on how to measure economic development and compare local performance.

Intelligent use is made of performance measures to influence and measure activities. These have been developed incrementally to be meaningful, appropriate and useful to service development. Further development of performance measures will be undertaken to reflect on service impacts and influence and direct future interventions in line with the Sustainable Sunderland Strategy.

Following investment at the Evolve Business Centre, Evolve has supported the growth and development of over 30 businesses with the creation of over 150 new jobs and is on target to achieve its projected outcomes for the first three years of operation. With the increased use of facilities, further opportunities will be explored for income generation.

The Working Neighbourhood Strategy has been agreed, and will drive forward efforts to create successful neighbourhoods across the city by putting employment and enterprise at the centre of efforts to improve prosperity in those localities. The overall aim of the Working Neighbourhoods Strategy is to increase the economic prosperity of Sunderland by increasing the number of residents in work and those in business on their own account. The programme of activity will contribute towards the City's achievement of key indicators by supporting 2,500 Sunderland residents to move from out of work benefits and progress into either sustainable employment or self-employment by March 2011. Opportunities to maximise the effectiveness of this resource will be explored across the service.

The service seeks opportunities for partnership working, where appropriate, and is working in partnership with a number of public and private sector partners on business support and job creation initiatives, including the Job Linkage network, Working Neighbourhoods Strategy and Rainton Bridge Business Park. 2008/09 saw the creation of 4,000 high quality jobs at Rainton Bridge and the announcement of an £80 million investment at Turbine Park, Washington to create 4000 jobs.

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

The 2009/10 budget has been set taking account of efficiency savings totalling £25,000, arising from:

- A review of working arrangements and business processes (£14,000)
- Partnership working arrangements (£11,000).

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	316,358	350,566	352,311	Employees	355,517
2	343,764	250,594	250,594	Premises	391,492
3	4,650	5,580	5,580	Transport	9,580
4	86,665	72,760	72,277	Supplies and Services	22,856
5	348,739	381,436	381,436	Employment and Sectoral Initiatives	381,436
6	(158,017)	0	0	Evolve - Ring fenced budget deficit c/fwd	0
	<u>942,159</u>	<u>1,060,936</u>	<u>1,062,198</u>		<u>1,160,881</u>
7	<u>771,035</u>	<u>400,000</u>	<u>400,000</u>	Less Income	<u>525,000</u>
	<u>171,124</u>	<u>660,936</u>	<u>662,198</u>	Delegated Budget	<u>635,881</u>
				Non-Delegated Items	
8	13,439	12,644	(5,895)	Employees - FRS17 Pensions Adjustment	(6,422)
9	232,933	225,231	225,231	Central Support Service Recharges	256,691
10	0	0	128,155	Asset Charges	0
	<u>246,372</u>	<u>237,875</u>	<u>347,491</u>	Non-Delegated Budget	<u>250,269</u>
	<u>417,496</u>	<u>898,811</u>	<u>1,009,689</u>	TOTAL BUDGET	<u>886,150</u>
	9.0	10.0	10.0	Total No. of Staff	10.0

Responsible Budget Holder

Head of City Business and Investment Team

FURTHER INFORMATION

Janet Snaith, Head of Business and Investment, tel. no. (0191) 561 1166, email: janet.snaith@sunderland.gov.uk

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

SERVICE ROLES AND RESPONSIBILITIES

The primary aims of the service are:

SAFER COMMUNITIES

To work in partnership to create a city which is - and feels - safe and secure by reducing crime, fear of crime, anti-social behaviour and substance misuse through work on prevention, early intervention, enforcement and support /rehabilitation. To achieve this aim, the service:

- Ensures the council meets its statutory and key delivery responsibilities in relation to Safer Communities, particularly in relation to Sections 5, 6 and 17 of the Crime and Disorder Act 1998, the Police and Justice Act 2006, the Local Area Agreement and Comprehensive Area Assessment
- Supports the Safer Sunderland Partnership in delivering the Safer Sunderland Strategy 2008-2023 and the 'safe city' priority in the Sunderland Strategy 2008-2025
- Maximise the use of external and mainstream resources and commission services to support targeted action on identified crime, fear of crime, anti-social behaviour and substance misuse priorities.

AREA CO-ORDINATION AND SPECIAL PROGRAMMES

To co-ordinate and enable Sunderland's corporate and partnership response to the social regeneration issues facing the city, to endeavour to narrow the gap between the most deprived areas of the city and the rest of the city and country as a whole. To achieve this aim, the service:

- Plays a leading role in the development and implementation of the Neighbourhood Renewal Element of the Sunderland Strategy, Local Area Agreement and emerging neighbourhood agenda
- Develops Local Area Plans for the 6 Regeneration Areas and the City Centre, (in conjunction with the City Centre Manager), as local interpretations of the Sunderland Strategy and Local Area Agreement and co-ordinate partnership responses to issues and opportunities contained within them
- Designs, delivers and manages special funding programmes, SIB and Community Chest, to achieve the city's regeneration priorities and ensure strategic liaison with other partnerships and successor bodies is effective
- Co-ordinates the council's and partnership response to a range of special initiatives including New Deal for Communities Partnership and other key initiatives in health, exclusion and other fields.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
SAFER COMMUNITIES							
PSA1	Reduce crime in Sunderland by 20% (BCS comparators) from 2003/04 to 2007/08	17953	17683	14904	Yes. 33% reduction achieved	n/a No longer a target	n/a No longer a target
LPSA2	Reduction in the cumulative total number of domestic burglary offences over 3 years from 5504 to 5284 between 2005/06 to 2007/08. (11.52% reduction over 3 years and stretch of 220)	1467	1690	1007	Yes. (903 reduction against target of 220)	n/a No longer a target	n/a No longer a target
LPSA2	Increase residents feelings of safety Sunderland by 5% points from 69% baseline in 2005/06	62%	74%	51%	No. Perception targets fluctuate and can be affected by a wide range of factors beyond the control of the SSP. A comprehensive plan of action is now in place to improve feelings of safety including neighbourhood policing, marketing, community feedback and targeted activity around youth disorder and alcohol related violence	n/a No longer a target	n/a No longer a target

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
LPSA2	Reduce the number of residents who believe young people hanging around is a serious problem from 52% to 47% between 2004/05 and 2007/08	55%	47%	49%	No. There has been an improvement but target just missed	n/a No longer a target	n/a No longer a target
LPSA2	Reduce the number of residents who felt 'people drinking or being drunk in the street or public place was a serious problem in their area from 36% to 31% between 2004/05 and 2007/08	42%	31%	45%	No. Despite a range of targeted work, underage drinking and binge drinking levels in Sunderland have all impacted on this target and perceptions targets are difficult to impact upon when the culture around binge drinking is so strong. This is an on-going priority	n/a No longer a target	n/a No longer a target
LAA	Reduce the number of residents who felt that 'people using or dealing drugs is a serious problem in their area, from 43.2% between 2004/05 and 2007/08	35%	To reduce	32%	Yes	n/a No longer a target	n/a No longer a target
LAA	Increase year on year % of drug users sustaining or successfully completing treatment	74%	78%	78%	Yes	83%	Not able to set yet
LAA	Increase the number of problem drug users in treatment by 100% between 1998 and 2008	1038	1343	1379	Yes	n/a No longer a target	n/a No longer a target
126a	Domestic burglaries per 1000 households in the local authority area	11.82	13.62	8.13	Yes	n/a No longer a target	n/a No longer a target
127a	Violent Crime per 1000 population in the local authority area	21.08	18.14	17.79	Yes	n/a No longer a target	n/a No longer a target
127b	Robberies per 1000 population in the local authority area	0.75	0.68	0.62	Yes	n/a No longer a target	n/a No longer a target
128a	The number of vehicle crimes per 1000 population in the local authority area	10.44	11.84	9.28	Yes	n/a No longer a target	n/a No longer a target
225	Progress against 11 Domestic Violence prevention criteria (%)	81.8	81.8	81.8	Yes	n/a No longer a target	n/a No longer a target
Ni 30	Re-offending rate of prolific and priority offenders					18% reduction in convictions	TBC
Ni 19	Rate of proven re-offending by young people					TBC	TBC

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
Ni 20	Assault with injury crime rate					3% reduction i.e. a rate of 9.32 per 1000 pop	3% reduction
Ni 38	Drug related (Class A) offending rate					4.54/1000 i.e. 1% reduction in serious acquisitive crime as a proxy indicator	TBC
Ni 17	Perceptions of anti-social behaviour					TBC once baseline data established	TBC
Ni 32	Repeat incidents of Domestic violence					TBC once baseline data established	TBC
AREA CO-ORDINATION AND SPECIAL PROGRAMMES							
	Full take up of NRF	n/a	£6,960,268 Subject to verification	Yes	Yes. Fund was fully allocated.	n/a Fund no longer available	n/a Fund no longer available
	Full Take up of SIB/Community Chest	n/a	n/a	Yes	Full take up of SIB achieved. Some Community Chest has been rolled over into the following year as a consequence of the City Treasurer's review providing more flexibility for this fund	Full take of SIB/Community Chest	Replace with - Strategic Alignment of SIB against Local Area Plans
	Full take up of SSCF Neighbourhood Element	n/a	n/a	Yes	No. Merged with the Area Based Grant and under freedoms and flexibilities not required to be spent in year of allocation. To be fully allocated in 2008/09	100%	n/a Target fund now part of the Area Based Grant
	Develop Local Area Plans						June 2009

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
SAFER COMMUNITIES						
CORPORATE IMPROVEMENT PRIORITY 3						
Objective: All						
CORPORATE IMPROVEMENT PRIORITY 9						
Objective: Strengthen community leadership role and the role of the Sunderland Partnership						
Service Improvement						
Annually review the Safer Sunderland Strategy priorities and LAA priorities	Review the Partnership Strategic Intelligence Assessment (PSIA) to inform new priorities for the year ahead. This will include an annual review performance and delivery of key action plans and targets	Refresh the (PSIA) to incorporate new data e.g. Police and Health assessment data, in order to identify any new or emerging strategic priorities for 2010/11	Review the process for conducting the PSIA to ensure any intelligence gaps from the previous year have been addressed	Residents being and feeling safe and secure A safe environment Residents being free from harm (including substance misuse) Residents being free from crime and disorder	Q3 Produce a new PSIA Q3 Ensure any new S17 issues have been flagged up within the CIP and Risk Management Plan	SCM
	Monitor the Council's compliance against S17 of the Crime and Disorder Act 1998	Work with the Corporate Policy Team and PIT to review how well S17 of the Crime and Disorder Act is embedded into the CIP process	Action complete	Pre-conditions to these outcomes are: <ul style="list-style-type: none"> ▪ A supportive family environment ▪ Cohesive communities ▪ Active citizenship 	Q2 Staffing review complete and funding sources for all posts confirmed	
	Review and secure Safer Communities Team staffing and funding	Action complete	Identify new Safe City priorities for the next LAA			
		Review the SSP's performance management framework (PMF) in light of the annual LAA refresh				

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement Ensure the SSP meets the hallmarks of effective partnership working as set out in the CDRP reform Programme (under the Police and Justice Act 2006)</p>	<p>The Strategic Board to review the functions, responsibilities and knowledge and skills requirements of the officers working on its behalf</p> <p>Confirm community call for action, feedback and scrutiny arrangements for the Safer Sunderland Partnership</p>	<p>Carry out a complete review of the SSP's compliance against Hallmarks of effective partnerships</p> <p>Action complete</p>	<p>As part of the Hallmarks of effective partnership, ensure there is sufficient officer capacity to support the partnership functions and processes in light of frequently changing responsibilities for CDRPs</p>	<p>The SSP will meet all of the statutory requirements placed upon it and will exceed the minimum requirement for effective partnership working by having effective governance and delivery structures in place which will in turn contribute towards the wider outcome of residents being and feeling safe and secure in Sunderland</p>	<p>Q4 Improvement plan and partnership Operating Framework developed</p> <p>Q4 Scrutiny process written up, shared and agreed with partners</p>	
<p>CORPORATE IMPROVEMENT PRIORITY 3 Objective: All</p>						
<p>Service Improvement Improve feelings of safety in Sunderland</p>	<p>Secure resources to continue and increase levels of community feedback, marketing and communications work and improve confidence in the criminal justice system (CJS). This will include implementing the Neighbourhood Crime and Justice Pilot (NCJP)</p>	<p>Take forward findings from the first year of the NCJP operation and ensure linkages are operational</p>	<p>Continue to improve marketing, communication and feedback methods to improve feelings of safety and public confidence in the CJS</p>	<p>Residents being and feeling safe and secure including improved public confidence in the Criminal Justice System</p> <p>Evidence-led decision making and identification of areas of the city with below average feelings of safety in order to close the perception gap between crime and feelings about crime</p>	<p>Q2 Revised marketing and communication plan in place. Neighbourhood Crime and Justice Pilot fully operational and co-ordinator in post and working with local courts and probation service to better integrate the services offered to the public on crime and justice locally</p>	SCM

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Refine annual safer communities survey to inform evidence-led decision making and to identify areas of the city with below average feelings of safety in order to close the perception gap	Work across the other Tyne and Wear Local Authorities to develop a single community safety survey for the sub-region	Action Complete		Q4 Sunderland fear of crime survey carried out Q2 Neighbourhood Crime and Justice Post will conduct the strategic/operation interface review	
	Review the council's operational/strategic interface (particularly around licensing, ASB, environment, CCTV) etc.	Action Complete				

AREA CO-ORDINATION AND SPECIAL PROGRAMMES

CORPORATE IMPROVEMENT PRIORITY

Objective: All

<u>Service Improvement</u>						
Assist in the development and implementation of area arrangements and Local Area Plans	Implement renewed Area Arrangements including the introduction of 5 Area Plans and improved governance and business processes	Implement outcome of Annual Review of Area Arrangements to ensure continued improvement to service delivery.	Implement outcome of Annual Review of Area Arrangements to ensure continued improvement to service delivery.	Effective action on LAP priorities will improve local quality of life through the provision of services which are more responsive and aligned to local needs and aspirations. (Measurable achievements will be as defined in each Area Plan.)	Q1 Introduce and implement reviewed Area Governance arrangements and business processes Q1 - Q4 Review of performance against area priorities within an agreed Performance Management Framework Q4 Review and Update Area Plans	AC&S PM
	Carry out Annual Review of Area Arrangements including updating Local Area Plans to reflect current Priorities and performance to date, and the effectiveness of governance arrangements.	Carry out Annual Review of Area Arrangements including updating Local Area Plans to reflect current Priorities and performance to date, and the effectiveness of governance arrangements.	Carry out Annual Review of Area Arrangements including updating Local Area Plans to reflect current Priorities and performance to date, and the effectiveness of governance arrangements.			

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Service Improvement</p> <p>Maximise impact of funding streams in relation to the delivery of Sunderland Strategy and LAA Objectives</p>	<p>Work within the parameters of the framework for the prioritisation / management of future special funded programmes to maximise impact on SS/LAA objectives</p> <p>Strategic alignment of SIB, SIP and CC against Local Area Plan Priorities.</p> <p>Introduce performance management arrangements to ensure the effective delivery of the Working Neighbourhood's Strategy</p> <p>Implement Working Neighbourhood Strategy (WNS) governance arrangements to ensure maximum performance against targets.</p>	<p>Through the review/ performance management of the Local Area Plans strategically align SIB, SIP and CC against current and emerging priorities.</p> <p>Through effective performance management, review activity to ensure on track to deliver targets as set out in the Working Neighbourhood's Strategy</p> <p>Review activity against WNS based on evaluation outcomes</p>	<p>Through the review/ performance management of the Local Area Plans strategically align SIB, SIP and CC against current and emerging priorities.</p>	<p>Effective action on LAP priorities will improve local quality of life through the provision of services which are more responsive and aligned to local needs and aspirations. (Measurable achievements will be as defined in each Area Plan.)</p> <p>WNS will contribute to:</p> <ul style="list-style-type: none"> ▪ Increasing the overall employment rate in the city. ▪ Reducing the number of working age people on out of work benefits (including those in the most disadvantaged neighbourhoods) ▪ Boosting enterprise in the city (baselines and indicator set to be established) 	<p>Q1 Introduce and implement reviewed Area Governance arrangements and business processes to include the strategic allocation of resources in line with Area Plans.</p> <p>Q1 - Q4 Review of performance against area priorities within an agreed Performance Management Framework</p> <p>Q1 Implementation of Working Neighbourhood Strategy activity and Performance Management Framework</p> <p>Q1 - Q4 Reporting/ review of activity against WNS</p>	

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: All						
Service Improvement						
Develop corporate actions to improve the health of the population	<p>Implement the agreed objectives of Phase V</p> <p>Develop new governance arrangements in line with the reviewed structure of the Health Thematic Partnership</p> <p>Develop a Healthy City sub group to manage and develop progress and agree policy sub groups to develop work under the Phase V objective</p> <p>Develop a performance management framework for the management of Council functions against Healthy City objectives</p> <p>Review the Communities for Health programme and develop and implement a community based programme subject to available funding</p> <p>Attend the Health Thematic Partnership and develop work to address inequalities in health</p>	<p>Implement the agreed objectives of Phase V</p> <p>Review the implementation of the governance arrangements and objectives to ensure continuous service improvement</p> <p>Implement the Healthy City performance management framework and report on required improvements</p> <p>Review implementation of the Communities for Health programme to ensure continuous service improvement</p> <p>Attend the Health Thematic Partnership and develop work to address inequalities in health</p>	<p>Implement the agreed objectives of Phase V</p> <p>Review the implementation objectives to ensure continuous service improvement</p> <p>Implement the Healthy City performance management framework and report on required improvements</p> <p>Review implementation of the Communities for Health programme to ensure continuous service improvement</p> <p>Attend the Health Thematic Partnership and develop work to address inequalities in health</p> <p>Work with partners to roll out agreed programme in communities of need</p>	<p>There will be a reduction in the level of health inequality across the city and the gap in levels of health inequality at the city level and the national level will be reduced</p>	<p>Q1 A successful application to the WHO European Healthy Cities programme will have been achieved</p> <p>Q2 The structures of the Sunderland WHO Healthy City initiative will be implemented</p> <p>Q4 A series of strategically linked projects will have been developed to contribute to reducing health inequality focused around the WHO Programme</p> <p>Q1 - Q2 The structures of the LSP Health Thematic Partnership group will have been reviewed, restructured and in operation</p> <p>Q2 - Q4 A series of projects will be funded to implement community based health programmes</p>	AR&H C

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	Implement the agreed objectives in the Sunderland Strategy and the LAA					

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Benchmarking has been carried out with other authorities in relation to local management arrangements including a Neighbourhood Management Pathfinder Programme visit to Horden and a visit from Gateshead Council regarding its approach to neighbourhood management. Best practice points arising are currently being reviewed and will be incorporated into the services local management arrangements. In 2008/09 the Review of Area Arrangements was initiated and is due for completion by June 2009.

NRF has now ceased and replaced by the Working Neighbourhoods fund which combines grant applications with procurement processes. Prince II has been considered when developing grant applications.

All relevant risks for the Regeneration Service have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the directorate and the council's overall Risk Management Plan. Risks are reviewed and updated on a monthly basis. The service is also represented on the Directorates Risk Management Group. The Safer Communities Team regularly reviews its risk plan at a service and corporate level. It is applying this learning to the Safer Sunderland Partnership which has developed a draft risk register and this is to be refreshed with partners in February/March 2009.

The Employment and Training service regularly monitors performance. Regular team meetings are held to review performance against targets and sub regional (e.g. T&W Together - a partnership of the 5 Tyne and Wear local authority economic development functions responsible for addressing worklessness and enterprise), and regional working groups are established (e.g. the Tyne and Wear City Region Employment Consortium and One North East's work on the establishment of a Regional Employability Framework), to review and monitor relevant targets. As a result the Regional Employability Framework (REF) model has been implemented within our Working Neighbourhoods Strategy to deliver improved performance in terms of employability services.

ITeC apprenticeship timely achievement rates increased from 74% in 2006/07 to 82% in 2007/08 well above the national average of 54%. Also there was a 15% increase in the number of apprentices achieving in 2007/08 compared with 2006/07. The number of young people participating in vocational training at Riverside Training remains constant. The Ofsted inspection in November 2008 found both training centres to be good awarding a grade 2.

Job Linkage supported a total of 1,362 residents into employment in 2007/08 (against its target of 1150), of which 792 sustained work for 13 weeks.

In the last 5 years there have been reductions in all of the major crime categories comparing 2002/03 with 2007/08. Total recorded crime in Sunderland has reduced by 37%. This equates to 14,157 fewer victims of crime over this period. The national Public Service Agreement target was to achieve a 20% reduction in recorded crime from 2003/04 to 2007/08 (based on the British Crime Survey comparators). Sunderland exceeded this target a year early, achieving a 33% reduction. The SSP exceeded the target of 73% for engaging with service users in drug treatment for a minimum of 12 weeks by achieving an average of 78% in 2006/07 and this has increased again in 2007/08 to 86%. Over the last 36 months the Partnership has maximised the resources available to it by working differently and re-providing for those parts of the drug treatment system which were poorly aligned to client need and were not providing value for money. This has resulted in the numbers in treatment increasing from 637 in 2004/05 to 1,377 in 2007/08. This represents an increase of 116% (against a target of 100%) making Sunderland one of the fastest improving partnerships in the country and met the national targets for treatment waiting times of two weeks by achieving an average of 3.5 days.

A 15 year Safer Sunderland Strategy was published in April 2008 which is supported by delivery plans for each strategic priority and monitored through a new performance management framework.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

The SSP's Multi-agency Information Sharing System, (called the Vault), was set up in 2007 and provides a secure web-based area for partnership analysts to access routinely updated core safer communities data sets. This is used both to inform performance management and also to inform intelligence led decision making and strategic priority setting and this is kept up to date with a wide range of information and key data sets including recorded police data and findings from our community engagement and consultation

Costs for the Safer Communities team are in the lower quartile when compared against Metropolitan Authorities and Nearest Neighbours for 2008/09 and are ranked 2nd for both. Additional funding provided in 2007/08 by the Safer Sunderland Partnership has enabled a Safer Homes Initiative to be run during the year, providing advice, support and additional home security for victims of house burglary, domestic violence and hate crime. This initiative has helped reduce house burglary rates by 36% for the period April to December 2007 from 1160 crimes for that period in 2006 to 745 crimes in 2007. For the whole of 2007/08, domestic burglary fell by 57% which is 1,007 fewer victims. For the last 12 months (Dec 2007-Nov 2008) The Safer Sunderland Partnership is the 2nd best performing (out of 15 similar partnerships) for house burglary.

The 2009/10 budget has been set taking account of efficiency savings totalling £36,000, arising from:

- Maximisation of income earning opportunities (£26,000)
- General back office administrative efficiencies (£10,000).

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

FINANCIAL

SAFER COMMUNITIES

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	208,501	216,108	222,661	Core Activities	221,051
2	0	0	74,160	Drug Support Team	74,160
3	0	0	45,028	ASB Strategy Manager	45,174
4	0	0	39,286	Information Analyst	39,286
5	0	0	5,000	Independent Chairperson	5,000
6	0	0	18,215	LMAPS Administration Costs	18,426
7	0	0	50,000	LMAPS Problem Solving Fund	50,000
8	0	0	23,900	Performance/Information Manager	23,900
9	0	0	30,000	Information Sharing System	30,000
10	0	0	168,800	Safer Home Initiatives	168,800
11	0	0	99,856	Marketing	100,000
12	0	0	38,087	Fear of Crime Survey	40,092
13	0	0	100,000	General Problem Solving	100,000
14	797,439	407,525	0	Previous years programmes	0
	<u>1,005,940</u>	<u>623,633</u>	<u>914,993</u>		<u>915,889</u>
				Less Income	
15	400,752	403,370	0	Home Office Grant	0
16	146,336	145,440	145,440	Recharge to SIB	145,440
17	49,551	16,160	16,160	Other Contributions	16,566
18	23,000	23,000	23,000	Delegated Budget B/Fwd	23,281
	<u>619,639</u>	<u>587,970</u>	<u>184,600</u>		<u>185,287</u>
	<u>386,301</u>	<u>35,663</u>	<u>730,393</u>	Delegated Budget	<u>730,602</u>
				Non-Delegated Items	
19	14,220	17,242	(7,990)	Employees - FRS17 Pensions Adjustment	(8,675)
20	86,276	97,327	35,796	Central Support Service Recharges	39,577
21	28,682	26,263	23,263	Asset Charges	20,763
	<u>129,178</u>	<u>140,832</u>	<u>51,069</u>	Non-Delegated Budget	<u>51,665</u>
	<u>515,479</u>	<u>176,495</u>	<u>781,462</u>	TOTAL BUDGET	<u>782,267</u>
	11.5	11.0	11.0	Total No. of Staff	11.0

Memorandum Total Safer Communities Budgets

	Revised Estimate 2008/09		Estimate 2009/10
Portfolio :			
Regeneration and Community Cohesion	89,130	Core Activities	87,429
Adult Services	692,332	Projects as above	694,838
Children's Services	78,424	Anti-Social Behaviour Team	85,000
	200,000	Youth Offending Service Phoenix and Restorative Justice Pathways Scheme	270,000
Resources	67,166	Taxi Marshalling	71,496
	<u>1,127,052</u>		<u>1,208,763</u>

Responsible Budget Holders

Head of Strategic Economic Development
Safer Communities Manager

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

STRATEGIC INITIATIVES BUDGET

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	314,956	311,842	311,842	Area Co-ordination and Special Program	311,842
2	146,336	145,440	145,440	Safer Communities	145,440
3	30,569	32,175	32,175	Strategic Programmes and Europe	32,175
4	129,650	131,645	131,645	Directorate Support Services	131,645
5	1,535,390	1,426,000	1,426,000	Area Committee Budgets	1,426,000
6	195,664	250,000	250,000	Community Chest Grants	250,000
	<u>2,352,565</u>	<u>2,297,102</u>	<u>2,297,102</u>		<u>2,297,102</u>
				City Wide Projects	
7	18,923	0	0	Community Safety	0
8	32,400	32,400	32,400	Sunderland Community Voluntary Services	32,400
9	0	50,000	50,000	Youth Review	50,000
10	0	18,928	18,928	Domestic Violence Co-ordinator	18,928
11	27,156	73,500	73,500	Local Employment Initiatives	73,500
12	40,400	40,400	40,400	Projects Supporting Housing Renewal	40,400
13	70,000	70,000	70,000	Projects Supporting Engineering Services	70,000
14	103,300	0	0	Development Programme for Regeneration	0
	<u>292,179</u>	<u>285,228</u>	<u>285,228</u>		<u>285,228</u>
	<u>2,644,744</u>	<u>2,582,330</u>	<u>2,582,330</u>	Total SIB Expenditure	<u>2,582,330</u>
				Previous Years Commitments	
15	1,705,860	0	0	Delegated Budget c/fwd	0
	<u>4,350,604</u>	<u>2,582,330</u>	<u>2,582,330</u>		<u>2,582,330</u>
16	1,768,263	0	0	Delegated Budget b/fwd	0
	<u>2,582,341</u>	<u>2,582,330</u>	<u>2,582,330</u>	Delegated Budget	<u>2,582,330</u>
				Non-Delegated Items	
17	545,017	0	0	Less transfer to other services	0
	<u>2,037,324</u>	<u>2,582,330</u>	<u>2,582,330</u>	TOTAL BUDGET	<u>2,582,330</u>

Responsible Budget Holders

Head of Strategic Economic Development
 Area Co-ordination and Special Programmes Manager

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

AREA CO-ORDINATION AND SPECIAL PROGRAMMES

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	618,462	715,797	720,771	Employees	731,213
2	2,977	5,041	5,041	Transport	5,041
3	54,675	38,222	35,061	Supplies and Services	41,825
	<u>676,114</u>	<u>759,060</u>	<u>760,873</u>		<u>778,079</u>
				Less Income	
4	891,095	667,312	667,445	Grants and Other Contributions	643,478
5	67,145	0	0	Delegated Budget B/Fwd	0
	<u>958,240</u>	<u>667,312</u>	<u>667,445</u>		<u>643,478</u>
	<u>(282,126)</u>	<u>91,748</u>	<u>93,428</u>	Delegated Budget	<u>134,601</u>
				Non-Delegated Items	
6	25,630	32,625	(16,341)	Employees - FRS17 Pensions Adjustment	(13,851)
7	147,565	150,512	150,512	Central Support Service Recharges	78,425
8	280,057	0	179,943	Deferred Charges	0
9	97,130	72,087	0	Departmental Admin	0
10	360,000	360,000	360,000	Sunderland ARC	360,000
	<u>910,382</u>	<u>615,224</u>	<u>674,114</u>	Non-Delegated Budget	<u>424,574</u>
	<u>628,256</u>	<u>706,972</u>	<u>767,542</u>	TOTAL BUDGET	<u>559,175</u>
	17.0	19.0	19.0	Total No. of Staff	19.0

Responsible Budget Holders

Head of Strategic Economic Development
 Area Co-ordination and Special Programmes Manager

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

EMPLOYMENT AND TRAINING

The total amount of Working Neighbourhood's Fund for 2009/10 is £10.499m and has been allocated to the services that it is supporting in the Corporate Improvement Plan.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	1,551,207	1,524,354	1,524,354	Employees	1,580,897
2	127,198	215,279	224,428	Premises	78,457
3	5,167	17,748	17,748	Transport	5,649
4	1,903,911	1,564,755	1,564,755	Supplies and Services	617,015
5	353,052	288,541	288,541	Third Party Payments/Transfer Payment	81,000
6	109,181	124,632	44,009	Contribution to Training Centres	35,376
7	0	0	1,465,176	External Projects - Allocated Working Neighbourhoods Fund and Safer and Stronger Communities	0
8	0	0	4,480,702	Working Neighbourhoods Fund	9,429,903
	<u>4,049,716</u>	<u>3,735,309</u>	<u>9,609,713</u>		<u>11,828,297</u>
				Less Income	
9	3,954,808	3,677,729	3,680,621	Other Grants and Contributions	2,481,037
	<u>94,908</u>	<u>57,580</u>	<u>5,929,092</u>	Delegated Budget	<u>9,347,260</u>
				Non-Delegated Items	
10	36,346	32,356	(15,609)	Employees - FRS17 Pensions Adjustment	(19,100)
11	189,035	208,290	86,236	Central Support Service Recharges	86,947
12	4,465	4,465	4,465	Asset Charges	2,398
	<u>229,846</u>	<u>245,111</u>	<u>75,092</u>	Non-Delegated Budget	<u>70,245</u>
	<u>324,754</u>	<u>302,691</u>	<u>6,004,184</u>	TOTAL BUDGET	<u>9,417,505</u>
	26.0	23.4	23.4	Total No. of Staff	23.5

Responsible Budget Holders

Head of Strategic Economic Development
Acting Employment and Delivery Manager
Back on the Map Secretary

FURTHER INFORMATION

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Allison Patterson, Area Co-ordination and Special Programmes Manager, 0191 5611474, allison.patterson@sunderland.gov.uk

REGENERATION AND COMMUNITY COHESION

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Regeneration and Community Cohesion.

Page No.	Service
576	Training Centres

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the Council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the Council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the Main Service budget as a result of generating a surplus or
 - A contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

REGENERATION AND COMMUNITY COHESION

TRADING OPERATIONS - TRAINING CENTRES

TRAINING CENTRES

Funding is received from the Learning and Skills Council to deliver a range of programmes at the ITEC and Riverside Training Centres. The level of contracts secured and income earned determines in year expenditure patterns.

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	673,336	842,547	849,504	Employees	767,527
2	153,001	163,569	163,475	Premises	171,206
3	28,759	12,746	12,746	Transport	16,196
4	388,239	271,858	270,077	Supplies and Services	413,337
5	9,204	5,125	5,125	Agency and Contracted Payments	5,228
	<u>1,252,539</u>	<u>1,295,845</u>	<u>1,300,927</u>		<u>1,373,494</u>
6	1,266,958	1,307,437	1,311,003	Less Income	1,410,544
	<u>(14,419)</u>	<u>(11,592)</u>	<u>(10,077)</u>	Delegated Budget	<u>(37,050)</u>
				Non-Delegated Items	
7	23,574	35,360	(16,384)	Employees - FRS17 Pensions Adjustment	(12,918)
8	84,859	83,032	52,637	Central Support Service Recharges	67,412
9	12,960	12,960	12,960	Asset Charges	12,960
10	2,207	4,872	4,872	Repairs and Renewals	4,972
	<u>123,600</u>	<u>136,224</u>	<u>54,085</u>	Non-Delegated Budget	<u>72,426</u>
	<u>109,181</u>	<u>124,632</u>	<u>44,009</u>	Deficit of Trading Activity	<u>35,376</u>
	<u>(109,181)</u>	<u>(124,632)</u>	<u>(44,009)</u>	Contribution From Main Services Budget	<u>(35,376)</u>
	23.0	28.0	28.0	Total No. of Staff	26.0

Responsible Budget Holders

Head of Strategic Economic Development
Acting Employment and Delivery Manager
Training Centres - General Manager

CULTURE AND LEISURE

ROLES AND RESPONSIBILITIES

The Culture and Leisure Portfolio delivers a range of services that impact on the quality of life of those that visit, work and live in the city. The main roles and responsibilities associated with the Portfolio are:

- Delivery of the vision outlined in the ActiveCity Sunderland strategy, to ensure that everyone in Sunderland has access to quality sport and physical activity opportunities to improve their health and well-being
- Improving sports, leisure and play facilities and buildings
- Providing opportunities to participate in sport and leisure activities, including physical activity courses, play and urban games facilities and Wellness Centres
- Managing existing and developing new sports pitches and associated facilities
- The provision of Parks, Open Spaces and Allotments that are well maintained, safe, readily accessible, meet local community needs and where appropriate, provide a valued and diversified range of quality horticultural, ecological and recreational services
- The strategic co-ordination of community development and supporting the operational development and delivery of neighbourhood based services, increasing lifelong learning and capacity-building opportunities aimed at combating social exclusion
- On behalf of the Sunderland Partnership, leading the implementation of the city's Community Development Plan (CDP) and managing the arrangements for the Community Development Strategy Group (CDSG)
- Leading the implementation of the Corporate Community Development Plan and managing the arrangements for the Corporate Working Group (Voluntary Community Sector Support)
- On behalf of the Sunderland Partnership co-ordinating the Sunderland Compact (an agreement between government and the voluntary and community sector to improve their relationship for mutual advantage and community gain)
- Promoting the development of arts within a broad social, cultural and economic context and supporting activity that reflects a wide range of different cultural interests and arts practice
- Providing a responsive and customer focused public library and information service
- Improving access to and raising awareness of heritage provision across Sunderland
- Managing the city's twin resorts of Roker and Seaburn
- Developing and promoting Sunderland as a visitor destination
- Managing and promoting a programme of special high quality events within Sunderland
- Providing high quality museum provision
- Marketing the services of the Community and Cultural Services (CCS) directorate
- Ensuring first class performing arts and entertainment in partnership with Live Nation and the Sunderland Empire Trust.

PORTFOLIO CONTEXT

Statutory Context

The Local Government White Paper 2006 'Stronger Prosperous Communities' and the **Local Government and Public Involvement in Health Act 2007** seek to introduce a range of devolutionary and deregulatory measures that include giving local people more influence over the services and decisions that affect their communities; provide for effective and accountable strategic leadership; operate in a performance framework - for local authorities working alone or in partnership - which supports citizen empowerment and secures better outcomes for all; and lead local partnerships to provide better services for citizens. Given the customer focused nature of services in the Portfolio these objectives will impact on the way in which they deliver their services (including with partners) in the future.

The Community Empowerment White Paper 2008 details plans to transfer power from official and political decision makers to active citizens, in a move towards a more 'vibrant, participative local democracy'. The White Paper looks from the view point of citizens in relation to:

- Being active in the community
- Having access to information about services and getting involved in helping to shape services
- Boosting routes for influence, challenge and redress
- Standing for public office
- Ownership and control of services.

The White Paper states that "the role of the State is to set national priorities and minimum standards, while providing support and a fair distribution of resources". By implication this means that the Government wants society, outside of the state, to become alive to the opportunities to engage, participate, make decisions and organise itself to meet the growing needs and demands of communities and individuals. Given the front-line nature of the services in the Culture and Leisure Portfolio further development of these proposals will greatly impact on the future planning of service provision.

CULTURE AND LEISURE

Game Plan, a document published by the Department for Culture, Media and Sport (DCMS) in 2002 which details the Government's vision and strategy for sport from both a mass participation and a performance perspective up until 2020 with a requirement that 70% of the population should take part in some form of physical activity by 2020.

The **New Sport England Strategy for Sport** (launched in 2008) commits Sport England to deliver on a number of demanding targets by 2012/13 including one million more people participating in sport, a 25% reduction in the number of 16 year olds who drop out of five key sports, improved talent development systems in at least 25 sports, a measurable increase in people's satisfaction with their experience of sport - the first time the organisation has set such a qualitative measure and a major contribution to the delivery of the five hour sports offer for children and young people. Sport England will work closely with the National Governing Bodies of sport (NGBs) to deliver the new strategy, and will also create strong partnerships with local authorities.

The National Performance Framework for Local Authorities and Local Authority Partnerships came into effect from April 2008. The suite of new national performance indicators replaces the Best Value Performance Indicator and Performance Assessment Framework Indicators. The Libraries, Heritage and Events, Arts and Creative Development, Sport and Leisure, Museums and Community Development services are the leads for seven of these new national indicators.

The Charity Act 2006 is significantly reforming the field of charity law and will impact heavily on law and practice in the not-for-profit sector. Essentially, it will set charities free from some of the previous bureaucracy, enabling them to adapt to new needs in society and new and effective ways of working.

Making Assets Work: The Quirk Review of Community Management and Ownership of Public Assets 2007 focused on how to optimise the community benefit of publicly owned assets by considering options for greater transfer of asset ownership and management to community groups, this will potentially impact on the council's land and building portfolio.

The **National Programme for Third Sector Commissioning** is a process through which public sector bodies determine the need for public services, design and procure the services, and finally evaluate them for future commissioning. The Government's action plan sets out a number of actions to improve the commissioning process for the benefit of both service providers and those who commission public services, in order to ultimately lead to better outcomes. The aim is to ensure that the Third Sector can be certain of high quality commissioning which recognises the qualities of Third Sector organisations. The programme aims to co-ordinate guidance and support on commissioning services from the Third Sector, increase understanding of the Third Sector among commissioners, provide awareness training for councillors and officers on the benefits of involving the third sector in public services and improve the Third Sector's bidding capacity.

Local Socio-Economic Change

Sunderland continues to undergo a marked economic and social transition. The Portfolio's contribution to ambitious plans to further regenerate the economy, infrastructure and quality of life for people in Sunderland is therefore being influenced by a number of factors.

Increasingly Government funding is being allocated on a needs basis determined from objective data and the requirement to demonstrate that real and measurable improvement has been achieved via that funding. As this trend continues and funding is increasingly targeted at local areas and issues, appropriate methods need to be developed to enable the Portfolio to continue to attract increased funding.

The **North East Regional Plan for Sport 2004-2008** developed by the North East Regional Sports Board in association with Sport England sets out to reverse the drop in participation in sport and physical activity by ensuring that the North-East has a co-ordinated approach to funding and promoting sport and physical activity.

The introduction of **Free Swimming** will impact on swimming provision in Sunderland. Over-60s and children up to the age of 16 will be the first to enjoy free entry to council-run swimming pools, under Government plans. Local authorities are to be invited to apply to a £140 million fund over the next two years, to allow them to offer free swimming to older people in their area. Additional funds will be made available through a "challenge fund" to extend the offer to under-16s as well. The plan is that by 2012 free swimming will be offered to all in council pools regardless of age.

CULTURE AND LEISURE

Building Schools for the Future (BSF) and the Academy School programme introduces new guidance for the protection of school playing fields and land for academies. This relates to obtaining consent from the Secretary of State for Children, Schools and Families for the disposal or change of use of school playing fields. Whilst the protection of school playing fields is strengthened, the Government has also introduced programmes (BSF) aimed at renewing school sites, upgrading facilities and encouraging schools to extend their role in the community. The dual use of facilities outside of school hours is encouraged, including schools' sports facilities.

Winning: A Tourism Strategy for 2012 and Beyond 2007 launched by DCMS will help to maximise the potential benefits offered to UK tourism by the London 2012 Olympic Games and Paralympic Games and leave a significant legacy for the years beyond that.

The revised **Indices of Deprivation** impact on planned developments across the city. Sunderland Public Library Service uses the information available to develop community profiles for all service points, these are used to inform the current and future delivery of services to ensure relevance to individual communities.

A **Heritage Lottery Fund 'Parks for People'** Stage 2 funding bid, if successful, will provide £2.4 million to regenerate Barnes Park. This would preserve the existing heritage in Barnes Park and increase access to and usage of the park for current and future generations. The result of the bid will be known in Spring 2009.

Other Key Issues

Emerging, updated Area Arrangements and revised partner arrangements will impact on how services engage with local communities and plan service provision in the city.

Culture10 was created to deliver a decade of world-class culture in the North East. It is promoting a programme of cultural development which embraces opportunity, innovation and enterprise. By 2010, £140 million is expected to have been raised and invested in exhibitions, attractions, festivals and commissions. Sunderland is currently working with Culture10 on the delivery of a number of events and festivals. Ongoing arrangements post 2010 are to be determined.

Opportunities for people to become involved in the social and cultural vitality of the city have increased in the last few years. However, enhancing this further to ensure a vibrant cultural infrastructure will play an important part in stimulating economic and social well-being. Implementation of the **Local Cultural Strategy** will define the future for service provision across the city. The strategy will draw upon government priorities when emphasising the city's cross cutting themes and act as a catalyst for the attraction of external funding.

Culturefirst was established in 2004 and was born out of the Cultural Strategy. The initiative involves a broad range of partners including the council, Sunderland Arc, Sunderland University, Sunderland AFC, Sunderland City College, Sunnyside Partnership, National Glass Centre and Tyne and Wear Museums in setting out what key partners are going to deliver. It contains a wide range of core projects and key concepts and is a catalyst for other publications targeted specifically at three categories of audiences: investors and developers; funding partners and residents; tourists and visitors.

The twin Anglo-Saxon monastery, Wearmouth-Jarrow, will be the UK's Nomination for **UNESCO World Heritage Site status in 2010**. If successful, this would be awarded in 2011. This will afford Sunderland major opportunities in respect of its Image Strategy, International Strategy, increased tourism and supporting the aims of the Regional Tourism Strategy and Area Tourism Management Plan (ATMaP), physical regeneration, and increased educational opportunities for the local community.

Work to develop two **new 25m swimming pools** at Hetton and Silksworth has commenced with completion and opening scheduled in early 2010.

The council's **Strategic Investment Plan** has been developed in response to a number of policy drivers including the Sunderland Strategy Vision for 2025, the Local Area and Multi Area Agreements, the new National Performance Framework for Local Government and Local Authority Partnerships and consultation with residents and Members. A proposed project in the plan will be the responsibility of the Sport and Leisure Service and will refurbish six community sports facilities across the city and develop a programme for six further major refurbishments /replacements.

The Museums Libraries Archive has introduced a **Library Benchmark** improvement tool. This is a sector-led voluntary improvement tool to enable library managers to benchmark their performance against other authorities, themselves over time and the national position, in the following key areas: Satisfaction, Participation, Access, Resources, Quality and Efficiency.

CULTURE AND LEISURE

It will assist in planning and service improvement by enabling authorities to identify and share best practice, and how it can be improved. Sunderland Public Library Service will be participating in this scheme.

An all party parliamentary group is undertaking an inquiry into **Leadership and Governance in the Public Library Sector in England**. The inquiry aims to find solutions to providing strong national leadership for the library sector and may result in the creation of a National Library Development Agency to drive forward the case for libraries in national and local government.

Emerging housing developments across the city are placing pressure on current **play resources** and continued review is required to ensure that play is considered at an early part of planning process.

The success of achieving **Play Pathfinder** brings with it pressures in relation to the delivery of a £5million capital programme (28 play developments) over a two year period in light of the programme delivery arrangements being amended by Government.

The development of a **Music Strategy** for Sunderland that aims to raise the profile of music and the aspirations of musicians across the city.

The development of an **Arts & Creative Development Strategy** that seeks to encourage residents and visitors to engage, inspire and create.

The development of a **Football Investment Strategy** to improve the quality of ancillary facilities and football standards in the city.

The implementation of the new **Affordable Pricing Policy** for sport and leisure in April 2008 will continue to be monitored and reviewed.

The **Respect Agenda** is building on the current drive to tackle anti-social behaviour by addressing it in every walk of life, tackling its causes through early intervention, providing support for parents and introducing new powers to ensure a robust response where necessary. A number of the Portfolio's services (Sport and Leisure, Facilities Management, Museums and Parks, Open Spaces and Grounds Maintenance) are contributing to the Local Respect Action Plan being developed aimed at strengthening communities, tackling poor behaviour and delivering initiatives that provide constructive activities for young people, improve school attendance and support effective parenting.

Launch and implementation of the **Community Development Plan (CDP)**. The Sunderland Strategy and CDP priorities seek to improve the quality of life for residents in Sunderland by 'working together for a better future'. The CDP will support this by increasing community capacity to engage with the Sunderland Strategy Strategic Priorities and will promote active citizenship. The CDP is the essential framework for ensuring a co-ordinated and effective approach to Community Development across Sunderland both through the alignment of support to the Voluntary and Community Sector (VCS) and also the development of appropriate practices and procedures across all Partner organisations of the Sunderland Partnership.

The Sunderland Partnership's adoption and sign-up to the **Sunderland Compact** will develop better relationships between the VCS and the wider Sunderland Partnership which should lead to better service delivery for the citizens of Sunderland.

A **Commissioning and Resourcing Framework** to which all partners can sign up will be to the advantage of both the VCS bodies that benefit from this support and the partner organisations that make the support available. It will make the strategic contribution of grant and 'in kind' support clear to all parties and enable better targeting of scarce resources. Making this happen will require a strong leadership role within the Sunderland Partnership. The council has already taken steps to align its corporate role in VCS support, and this co-ordination provides a basis for the development of a partnership approach.

The council's **Business Improvement Programme** aims to improve services by putting users at the heart of service delivery, whilst improving efficiency and value for money. The programme will do this by:

- Meeting the public's higher expectations for public services, transforming the services provided across all delivery channels and co-ordination with all directorates
- Reducing avoidable or duplicated customer contacts
- Empowering individuals to influence how services are designed and delivered
- Improving the management of information to reduce wasted time and inconvenience for citizens, businesses and frontline workers.

CULTURE AND LEISURE

Culture and Leisure Portfolio is supporting the programme through partnership working and facility developments that will ensure the best possible, efficient, cost effective service is delivered to customers.

Tyne and Wear Museums is leader of the North East Regional Museums Hub, under the Museums, Libraries and Archives (MLA) council's **Renaissance initiative**. This is enabling regional museums across the country to raise their standards and deliver real results in support of education, community development and economic regeneration.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Sport and Leisure Establish and embed a Community Sport Network with key partners to drive forward the key priorities for sport and physical activity across the city</p> <ul style="list-style-type: none"> ▪ Complete CSN Action Plan and establish Active Sunderland Board 	<p>Yes - An action plan has been established and the ActiveSunderland Board are now meeting on a quarterly basis. The primary aim of board will be to work towards increasing participation by 1% each year in line with national performance indicators</p>	<p>A partnership and efficient approach towards the delivery of sport and leisure in the city and an anticipated increase in participation levels in sport and physical activity</p>	CIO4	SP5
<p>Develop proposals for the delivery of 2x25m swimming pools at Hetton and Silksworth</p> <ul style="list-style-type: none"> ▪ Confirm funding of facilities. Design and construction phase 	<p>Yes - Funding confirmed. Designs have been completed and the procurement of the works completed. Construction began on both sites in November 2008</p>	<p>Two new swimming pools will be built by 2009/10 in the city</p>	CIO1	SP1 SP5
<p>Develop and deliver a 'core offer' which connects communities with sport and physical activity opportunities. The core offer is made up of the following:</p> <ul style="list-style-type: none"> - Wellness - Swimming - Play - Sport <ul style="list-style-type: none"> ▪ Identify gaps in core offer through GIS mapping 	<p>Yes - Embedded within the objectives of the ActiveSunderland Board is the delivery of a universal 'core offer' to all residents. All residents will have the opportunity to participate either recreationally or at a higher performance level in four core areas of physical activity. This comprises:</p> <ul style="list-style-type: none"> - Sport - Wellness - Aquatics - Play <p>The core offer will be delivered through local authority sports centres, or accredited centres of our partners on the ActiveSunderland Board</p>	<p>A co-ordinated approach towards sport, aquatics, wellness and play activities across the city. Raising of participation levels in sport and physical activity</p>	CIO1 CIO3 CIO4	SP1 SP2 SP5
<p>Regenerating our Parks Barnes Park Regeneration. Develop area based Parks. Development Arrangements</p> <ul style="list-style-type: none"> ▪ Subject to satisfactory outcome of Stage 1 application, submit stage 2 funding bid to Heritage Lottery Fund (HLF) 	<p>Yes - Successful Stage 1 application. Stage 2 bid submitted end of October 2008 following extensive consultation undertaken in the park in August and September 2008. Outcome of bid will be known in Spring 2009</p>	<p>Will preserve existing heritage in Barnes Park</p> <p>Increase access to and usage of Barnes Park for current and future generations</p>	CIO1 CIO4	SP5

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Implement the new establishment structure for officers subject to available resources 	<p>Community Education Officer appointed (5 year post) to provide link with local residents and schools and to identify potential sources of additional funding</p> <p>Yes - Structure signed off by Director of CCS, awaiting final approval by Head of Environmental Services prior to commencing implementation</p>	<p>Development of parks infrastructure</p> <p>Increased access to and usage of parks</p> <p>Increase in customer satisfaction via annual residents survey</p>	<p>CIO1 CIO2 CIO3 CIO4</p>	<p>SP5</p>
<p>Community Development Implement a CDP in light of emerging legislation:</p> <ul style="list-style-type: none"> - White Paper - Strong and Prosperous Communities - Local Government and Public Involvement in Health Act - Key policy documents such as Community Development Challenge, the Community Empowerment Action Plan and the Review of the Future Role of the Third Sector in Social and Economic Regeneration <ul style="list-style-type: none"> ▪ Lead the Implementation of the Sunderland Partnership and Corporate CDPs ▪ Performance Management framework implemented ▪ Establish baselines 	<p>Yes - Sunderland Partnership CDP approved in April 2008. Baselines and targets established through the Sunderland Strategy Delivery Plan</p> <p>Corporate CDP and Action Plan developed by March 2009</p> <p>Work commenced to develop a Commissioning and Resourcing Framework for the VCS</p>	<p>Community Development supporting the delivery of the Sunderland Strategy and CDP priorities which seek to improve the quality of life for residents in Sunderland by 'working together for a better future'</p> <p>Increased community capacity to engage with the Sunderland Strategy Priorities</p> <p>Promotion of active citizenship</p> <p>Supporting communities to identify and meet their needs and close the inequalities gap</p>	<p>CIO1 CIO4</p>	<p>SP4 SP5</p>

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Library Service We will provide a responsive and customer focused public library and information system by: promoting reading and active participation in reading activities through targeted campaigns and promotion of library membership</p> <ul style="list-style-type: none"> ▪ Increase active membership through marketing and promotion via: <ul style="list-style-type: none"> - Active Borrowers campaign - Bag for Life campaign - Outreach work within community - Encouraging participation with schools 	<p>Yes - Wide range of activities linked to National Year of Reading. Monthly themes promoting reading and libraries. These have included national events such as 'Join a Library Day', regional events such as the Northern Children's Book Festival (hosted in Sunderland November 2007) and activities in all libraries and at venues throughout the city</p>	<p>Increased number of visitors to Libraries (5726 per 1000 population or 5.726 per head of population) in 2007/08 compared to 5600(or 5.60 per head of population) in 2006/07, increase in active membership (17.60% in 2007/08 compared to 17.00% in 2006/07), new partnership links developed with community groups and schools</p>	<p>CIO1</p>	<p>SP4 SP5</p>
<p>Cultural Regeneration We will drive the cultural regeneration of the city by:</p> <p>Delivering an Arts Strategic Delivery Plan</p> <p>Commissioning major art features that will contribute to regeneration of the city</p> <ul style="list-style-type: none"> ▪ Installation of Landmark Art Feature at Galley's Gill Festival Park ▪ Installation of artwork for Stadium Park, Empire Theatre Fly Tower and Coast to Coast bicycle route 	<p>Yes - Strategy completed and agreed by Cabinet in October 2008</p> <p>No - Due to the delay in the development of Farringdon Row and Vaux sites and unsuitable alternative sites, this project has been withdrawn (See regeneration Portfolio for these sites)</p> <p>Yes - Stadium Park (December 2008), Coast to Coast (March 2009), Empire Theatre (Spring 2009)</p>	<p>Will provide strategic delivery of arts services across all providers in Sunderland to provide clear direction for all arts services across the city</p> <p>Installation of a quality artwork that successfully disguises the gas vents on the Stadium Park site</p> <p>Delivery of artwork marking the final 500m of the C2C cycle route. Strategic approach provided to commissioning, maintaining and promoting public art in Sunderland</p>	<p>CIO1 CIO4</p>	<p>SP5</p> <p>SP4 SP5</p> <p>SP5</p>

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<p>Maximise investment in events by supporting alternative, innovative ways of providing and encouraging inward investment into the city. Undertake continuous development work:</p> <ul style="list-style-type: none"> ▪ Plan at least two significant music events at Herrington Country Park <p>Work with Culture10 to plan and prioritise added value at events and in partnership with Tyne and Wear Museums Service, National Glass Centre and Sunderland University</p> <p>Improve the visitor experience in line with the Sunderland Tourism Strategy Management Plan, and in context of the Regional Tourism Strategy and Tyne and Wear Area Tourism Management Plan</p> <ul style="list-style-type: none"> ▪ Begin Implementation of the Sunderland Tourism Management Plan's Action Plan 	<p>Yes - 'Sunderland Live'- incorporating three music events was held at Seaburn in summer 2008. The successful event was attended by over 2000 visitors. This will be enhanced during 2009/10</p> <p>Yes - Partnership working taking place, conversations ongoing with Culture10 regarding potential bid for 2010</p> <p>Yes - Sunderland is in the process of drafting a Sunderland Destination Management Plan</p> <p>This plan is still in draft format but it is envisaged the plan will be ready to go out to consultation early in 2009. The Tourism marketing action plan has been implemented</p> <p>The Tyne and Wear Area Tourism Management Plan is being implemented</p>	<p>Increased number of visits to Sunderland Events</p> <p>Enhanced music programme for the city</p> <p>Encouraged spend and Inward Investment in the city</p> <p>Sunderland's profile as a visitor destination has been raised through the implementation of the marketing plan including new look visitor guide, website and display panels supporting Sunderland's image strategy</p> <p>Joint campaigns with the Area Tourism Partnership have also been successful in promoting Sunderland as a visitor destination to the Irish Market using 'sport' as a hook</p> <p>The coast has also been promoted jointly with Tyne and Wear Local Authorities to potential new markets</p>	<p>CIO1 CIO4</p> <p>CIO4</p>	<p>SP5</p> <p>SP5</p>
<p>Promotion of community cohesion through a culturally diverse programme of exhibitions, learning and outreach work</p> <ul style="list-style-type: none"> ▪ Programme an exhibition about cultural identity in the North East - to include major exhibition of South Asian contemporary art 	<p>Yes - Destination Tyne and Wear exhibition was held 1st May - 22nd June 2008</p> <p>Yes - South Asian exhibition programmed to take place in 2010</p>	<p>Exhibition and programme of events allowed participants and visitors the opportunity to explore their own cultural identity. Activity included events for Refugee Week 2008</p>		<p>SP3 SP5</p>

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO	Strategic Priority
<ul style="list-style-type: none"> ▪ Programme to include exhibition linked to China with major outreach programme 	Yes - Bede and Beijing project delivered February-June 2008 including loan from Victoria and Albert (V&A) Museum. China: Journey to the East will take place in Spring 2010.	Exhibition and events programme allowed participants the opportunity to learn more about Chinese culture and its links with the region. New contacts made in the Chinese community. Major object from V&A secured on long term loan		
<ul style="list-style-type: none"> ▪ Provide improved range of loans boxes for schools and community groups on faith and lifecycle issues 	Yes - Hindu wedding loan box developed. Buddhist loan box to be developed by March 2009. Tyne and Wear Museums Assistant Learning Officer appointed to develop loan boxes	Loan boxes used by the outreach and learning teams, giving access to diverse Museum collections		
<ul style="list-style-type: none"> ▪ Monkwearmouth Station Museum - Review and develop audience development strategy 	Yes - active engagement with schools, families, children under 5 and their carers, adult learners, ESOL groups and deaf people has taken place	Accessible cultural venue with targeted activities available to residents of Sunderland and the region.		

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>SPORT AND LEISURE</u>						
Develop proposals for the delivery of 2x25m swimming pools at Hetton and Silksworth	Construction and opening of two 25m swimming pools at Hetton and Silksworth - Programme Planning Consultation undertaken regarding facility development Business Planning and then operational opening of both sites	Community programme to be developed Educational opportunities created for Key Stage 2 curriculum and learn to swim	Swimming pools continually promoted to maximise customer usage Project complete	Increase in participation in swimming (baseline to be agreed) Increase participation in physical activity (3x30mins) - target 23.03% in 2009/10 Improvement in the standard of the city's swimming facilities Providing educational opportunities through curriculum access and learn to swim	Q3 Opening of Silksworth Swimming pool. Q4 Opening of Hetton Swimming Pool Develop operational procedures and staffing to compliment both developments	AHCS (S&L)

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer	
	2009/10	2010/11	2011/12				
Develop and deliver a 'core offer' which connects communities with sport and physical activity opportunities. The core offer is made up of the following <ul style="list-style-type: none"> - Wellness - Swimming - Play - Sport 	Seek funding to develop core offer from external funding agents linked to: <ul style="list-style-type: none"> - Sport - Wellness - Aquatics - Play 	Invest funding successfully attracted towards Sport, Wellness, Aquatics and Play	Review the success of core offer	Increase participation in Sport, Wellness, Aquatics and Play year on year	Q1 - Q4 Funding to be sourced and applications submitted to support core offer	AHCS (S&L)	
	Implement the Government's free swimming initiative for those aged 60 and over, and those aged 16 and under	Develop new opportunities and programmes for participation in sport and physical activity	Improve the standard of sports and play facilities	Broaden sport and physical activity opportunities to non participants	More young people active in sport and physical activity outside school		Projects developed and funding invested Free swimming scheme implemented
	Develop a programme of sport and physical activity for young people outside curriculum time (Sport Unlimited)	Develop a programme of sport and physical activity for young people outside curriculum time (Sport Unlimited)			Improve the standard of sport and play facilities		Sport Unlimited programme delivery
Improve the quality of Play and Urban Games facilities in the city	Development of new provision through the completion of 6 lottery funded projects and 28 Play Pathfinder projects	Plan for play and urban games provision beyond Pathfinder			Implementation of revenue based Pathfinder projects	External funding attracted to the city	Q1 Complete 6 lottery funded developments
	Develop and build a City Adventure Centre	Develop a consultation programme to inform Pathfinder revenue projects	Complete 6 new play projects	Q4 Completion of Year 2 Play Pathfinder projects, including a City Adventure Centre			
			Improve and develop 28 citywide provisions, including a new City Adventure Centre	Estimated 6 hectares of new equipped and games play provision			
			55% of children will have access to at least one high quality equipped play area 1km from their door				

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>PARKS, OPEN SPACES AND GROUNDS MAINTENANCE</u>						
Regenerating our Parks Barnes Park Regeneration	<p>Dependent upon success of Heritage Lottery funding bid</p> <p>Undertake programme of planned improvements to Barnes Park to include:</p> <ul style="list-style-type: none"> - Restoration of historic features such as the canon, bandstand, railings and gates and rejuvenation of the lake - A Multi-Use games area together with disabled and able bodied play space for all ages, including an Adventure Play Area - A Sensory Garden and removal of excess shrubbery and tree coverage - An Events Programme for the Park 	<p>Dependent upon success of Heritage Lottery funding bid:</p> <p>Continue project to improve Barnes Park (expected completion Spring 2011)</p>	<p>Project complete</p> <p>Regeneration of Barnes Park complete and accessible to those who live in, work in or visit the city</p>	<p>Preservation of existing heritage in Barnes Park</p> <p>Increasing access to and usage of Barnes Park for current and future generations</p>	<p>Q1 Result of Stage 2 funding bid announced</p> <p>Q2 - Q4 Subject to satisfactory outcome commence work in the park</p> <p>Q1 - Q4 Community Education Officer in post (based at Barnes Park) providing link with local residents and schools and to identify and submit applications for additional funding (5 year post)</p>	PkDM
Develop area based Parks Development Arrangements	Embed the new structure into the service, 3 Regeneration Officers to cover all areas of the city (to reflect the revision of local area arrangements in the city)	Review and improve - identify funding priorities		<p>Development of parks infrastructure for current and future generations aligned to priorities in each area of the city</p> <p>Increased access to and usage of parks</p>	<p>Q1 Regeneration Officers in post</p> <p>Q1 - Q4 Establish links with Friends groups to identify potential parks and allotment improvements in each area of the city</p>	

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
			Seek to secure funding to deliver priorities	Increase in customer satisfaction measured via the annual residents survey	Identify funding opportunities to undertake programme of improvements	
<p><u>COMMUNITY DEVELOPMENT</u> Implement a CDP in light of emerging legislation</p>	<p>Secure agreement within the council and cross the Partnership to key actions and lead officer arrangements</p> <p>Establish appropriate performance management arrangements including a highlight system to promote effective delivery</p> <p>Provide 6 monthly reports on progress to EMT and Partnership Board</p>	<p>Review and evaluate progress against CDP priorities in 2009/10</p> <p>Deliver the priorities identified for 2010/11 and provide effective performance management to ensure successful delivery</p>	<p>Review and evaluate progress against CDP priority delivery and use results (including those from performance management outturns) to undertake a review of the Community Development Plans to ensure they remain 'fit for purpose' and continue to reflect community aspirations</p>	<p>Community Development supporting the delivery of the Sunderland Strategy and CDP priorities which seek to improve the quality of life for residents in Sunderland by 'working together for a better future'</p> <p>The CDP will support this by increasing community capacity to engage with the Sunderland Strategy Priorities. Promotion of active citizenship</p> <p>Supported communities in identifying and meeting their needs closing the inequalities gap</p> <p>Meeting the targets associated with national performance indicators: NI 6 - participation in regular volunteering. NI 7 - Environment for a thriving third sector</p>	<p>Q1 Commence implementation of Community Development Plan - Action Plan</p> <p>Q1 - Q3 Agreement reached on key actions and lead officer</p> <p>Q3 Performance management arrangements established</p> <p>Q2 and Q4 EMT and Partnership progress Reports produced</p>	<p>HCS AHCS (CD) CDT</p>

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>LIBRARIES, HERITAGE AND EVENTS</u></p> <p>Library Service We will provide a responsive and customer focused public library and information system by: Promoting reading and active participation in reading activities through targeted campaigns and promotion of library membership</p>	<p>Monitor active membership and undertake ongoing promotion of reading and library activities</p> <p>Development of a Reading Strategy for the city. This was originally planned for Jan - March 2009 but has been put back to be progressed early part of 2009/10 financial year</p>	<p>Monitor active membership and evaluate success of 2009/10 marketing activity to inform promotion of reading and library activities linked to local, regional and national initiatives in 2010/11</p> <p>Seek new partnerships to enhance service delivery across the city in libraries and at partner sites.</p> <p>Implement key priorities in the Reading Strategy</p>	<p>Monitor active membership and evaluate success of 2010/11 marketing activity to inform promotion of reading and library activities linked to local, regional and national initiatives in 2011/12</p> <p>Seek new partnerships to enhance service delivery across the city in libraries and at partner sites</p> <p>Monitor impact of enhanced literature levels and active participation in reading activity</p>	<p>Improved services and participation in reading and library activities</p> <p>Improving Literacy levels and enhancing wellbeing of the individual at no extra cost</p> <p>Open a new library at Silksworth in partnership with Adult Services as part of a new extra care housing scheme</p> <p>Achieve target for NI 9 - Use of Public Libraries</p>	<p>Q1 Opening of new library at Silksworth</p> <p>Q1 - Q4 Increase in visitors and participation in reading and library activities</p> <p>Increase in satisfaction with services</p> <p>New partnerships developed across the city</p>	<p>AHCT (LHE)</p>
<p><u>ARTS AND CREATIVE DEVELOPMENT</u></p> <p>Cultural Regeneration We will drive the cultural regeneration of the city by: Delivering an Arts Strategic Delivery Plan</p>	<p>Delivery Plan reviewed and implemented</p> <p>Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2010/11</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2011/12</p>	<p>Strategic delivery of arts services across all providers in Sunderland to provide clear direction for all arts services across the city</p> <p>Achievement of targets for NI 11 - Engagement in the Arts</p>	<p>Q1 - Q4 Delivery of initiatives against the 5 key themes of the arts strategy</p>	<p>AHCT (A&CD)</p>

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Commissioning major art features that will contribute to regeneration of the city	<p>The current programme of public artworks that include Coast 2 Coast Route, Stadium Park Gas Vents and Empire Flytower will be incorporated into the city's Public Art Audit and the new maintenance plan</p> <p>Add future artworks including those developed during 2009/10 to the public artwork audit and maintenance plan</p>	<p>Promote the programme of public artwork across the city</p> <p>Incorporate any public artworks developed during 2010/11 into the audit and maintenance plans</p>	<p>Undertake a review of public artworks and develop proposals for the future programme</p> <p>Ensure that the audit and maintenance plan is updated and remains fit for purpose</p>	<p>Proposals for art features developed and installed, promoted and maintained</p> <p>Increased awareness of the impact of public art in the city</p> <p>Contribute to Sunderland strategic priorities in the Attractive and Inclusive City and Prosperous City</p>	Q1 - Q4 Delivery of maintenance and promotion programme	AHCT (A&CD)
Strategic delivery of music development across all providers in Sunderland	<p>Implement Delivery Plan</p> <p>Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail. Actions include:</p> <ul style="list-style-type: none"> ▪ Appointment of Music Development Consultant ▪ Audit of rehearsal, performance and production venues ▪ Development of showcasing opportunities for new and emerging musicians 	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2010/11. Actions dependent on outcome of 2009/10 objectives</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2011/12. Actions dependent on outcome of 2010/11 objectives</p>	<p>Strategic delivery of music development across all providers in Sunderland to provide clear direction for all music services across the city</p> <p>Greater opportunities for residents to engage in music making as a participant and member of audience in addition to support for new creative businesses</p> <p>Local focus to service improvement - increased engagement in cultural participation</p> <p>Achievement of targets for NI 11 - Engagement in the Arts</p>	Q1 - Q4 Development of a music development agency for Sunderland	AHCT (A&CD)

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>LIBRARIES, HERITAGE AND EVENTS</u></p> <p>Maximise investment in events by supporting alternative, innovative ways of providing and encouraging inward investment into the city</p>	<p>Development of music across city</p> <p>Work with Culture 10 to continue developing an innovative programme that adds value to existing events for this year</p>	<p>Develop Live Music Initiatives</p>	<p>Further Development of Live Music initiatives</p>	<p>An Events Strategy Report completed</p>	<p>Q1 - Q3 Development work to continue during 2009 as part of this project</p>	CLEC
		<p>Develop and enhance existing event programme and identify new festivals and events</p> <p>Programme 2/3 outdoor music events at Herrington Country Park</p>	<p>Event programme and identification of new festivals and events to be developed to provide an enhanced programme for those who live, visit or work in the city</p>	<p>TyneWear Partnership funding secured for Herrington Country Park</p> <p>Increased visitor numbers at Festivals and Events</p> <p>Increased satisfaction levels (measured via Annual Residents Survey)</p> <p>Enhanced programme of events supported by Culture 10 that will increase participation, promote equality and inclusivity and enhance wellbeing</p> <p>Delivery of a first class festivals and events programme to residents and visitors</p>		HCT

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<u>TOURISM SERVICE</u>						
Improve the visitor experience in line with the Sunderland Tourism Strategy Management Plan, and in context of the Regional Tourism Strategy and Tyne and Wear Area Tourism Management Plan	Evaluate and review if necessary priority actions and implement the Sunderland Destination Management Plan	Planning and implementation of the Sunderland Destination Management Plan priorities for 2010/11	Planning and implementation of the Sunderland Destination Management Plan priorities for 2011/12	Sunderland positioned as an attractive visitor destination Contribute to city's economy through increased visitor numbers and spend	Q1 - Q4 Delivery of Tourism Marketing Activity including production of supporting materials	TDM
	Evaluate and review implementation of the Legible City framework to develop information and way-finding solutions that will improve the user experience of the city for local residents and visitors	Delivery of the Legible City framework priorities identified for 2010/11	Delivery of the Legible City framework/ action plan priorities identified for 2011/12	Legible City project will build on Sunderland's image strategy and the brand values to establish a strong and visible identity for the city Contribute to Strategic Priority - Attractive and Inclusive City and Prosperous City	Q1 Improvement work to the end of the C2C route Q1 - Q4 On going initiative and project development through Tourism Tyne and Wear	
	Support the development of the Wearmouth Jarrow World Heritage Site nomination and pre nomination actions	Support with partners the further development of the Wearmouth Jarrow World Heritage Site during 2010/11	Support with partners the development of the Wearmouth Jarrow World Heritage Site during 2011/12		Delivery of Legible City Actions	
<u>MUSEUMS SERVICE</u>						
Museums Promotion of community cohesion through a culturally diverse programme of exhibitions, learning and outreach work	Major exhibition of Asian contemporary art to be staged at Sunderland Museum and Winter Gardens	Programming of Open Space and World Art case to reflect community involvement and strategic planning for cultural diversity	Programme a consultation exercise with Sunderland's residents to help plan future activities	Increased number of visits from people from BME, Refugee and Asylum Seeker Backgrounds	Q1 - Q4 Secure funding to host exhibition of Asian contemporary art	SC

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
	<p>Major British Museum exhibition on China to shown at Sunderland Museum and Winter Gardens</p> <p>Range of loans boxes to be reviewed and extended</p>	<p>Range of loans boxes to be reviewed and extended</p> <p>Involve Sunderland communities in the Culture Shock project</p> <p>Programme to include involvement in the Cultural Olympiad</p>	<p>Programme to include involvement in the Cultural Olympiad</p>	<p>Opportunities for customers from diverse backgrounds to use museum activities to explore, express and define their identities which supports the achievement of inclusive communities</p> <p>Develop increased understanding of other cultures and of diversity issues in and amongst people of all backgrounds in Sunderland.</p> <p>Achieve targets for NI 10 - Visits to museums or galleries</p>	<p>Q4 Open the China: Journey to the East in January 2010</p> <p>Host Chinese New Year celebration in February 2010</p> <p>Q1 - Q4 Show eight community generated exhibitions in the Open Space gallery</p> <p>Q3 Host Fair Trade Fair as part of National Black History Month 2009</p> <p>Q1 - Q4 Develop Christian faith loan box</p>	
Improvements to Monkwearmouth Station Museum	<p>Improve the sidings area of the museum through capital works, to enhance accessibility, safety, interpretation, heritage preservation and overall appearance</p>	<p>Review and evaluate performance and impact of the museum since its reopening following major refurbishment in August 2007 and plan further developments in response to review findings</p>	<p>Plan appropriate activities that will ensure the museum maintains a good level of visitor and community usage</p> <p>Ensure the offer at Monkwearmouth Station Museum is enhanced by the planned redevelopment of the Sheepfolds area adjacent to the museum</p>	<p>Historic building restored</p> <p>Museum reopened and attracting 45,000 visits each year and 2,050 school visits</p> <p>Achieve targets for NI 10 - Visits to museums or galleries</p>	<p>Q4 Open and promote the improved sidings area</p> <p>Q1 - Q4 Host at least three temporary exhibitions with associated learning programme</p>	SC

CULTURE AND LEISURE

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Equality and Diversity We will promote equality and diversity across all services in the Culture and Leisure Portfolio	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5/excellent across the Portfolio	Embed the principles of being an excellent council with regard to equalities and ensure processes are in place to maintain continuous improvement	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	Q1 Achieve Level 4 of the Equality Standard	HoD&I SDM (CCS)

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Implementation of the Community Development Plan (CDP) provides strong evidence of Sunderland City Council's ambition for the city and supports existing Sunderland Strategy Priorities (SP2-Extending cultural opportunities and SP8-Creating inclusive communities) as well as Emerging Themes (ET5- Attractive and Inclusive city and ET3 - Safe city).

Sport and Leisure has demonstrated a proactive approach towards changing satisfaction levels and residents perceptions. The Young People's Play and Urban Games Strategy (revised in 2007) has produced a more equal spread of challenging and safe play opportunities across the city. Since 2004, significant funding has been invested into play areas and new wheeled sports parks across the city. Satisfaction with children's playgrounds was 43% in 2007 (the same as 2006) in the Mori Annual Residents Survey 2007.

The investment strategy for sport and leisure projects across the City continues to be implemented, including the completion of the building of the 50m pool at Stadium Park, the phase 2 feasibility study for Stadium Park and the building of the two 25 metre pools at Silksworth and Hetton. Further details can be found within the Capital Programme section of this document.

As part of Sunderland City Council's commitment to the regeneration and cultural development of Sunderland it is undertaking a Landmark Art Feature Project in partnership with Sunderland ARC and Arts Council England North East.

The Tourism Service is managing the council's accountable body role for the Area Tourism Partnership and has successfully secured funding for the three years from 2008/09 to further the work of the partnership. The service is playing a key role in the implementation and review of the Area Tourism Partnership's Management Plan and Business Plan. Annual STEAM research for Sunderland identified that the economic impact of tourism in Sunderland in 2007 was valued at almost £332 million, compared to £331 million in 2006.

Following investment of over £1million, Monkwearmouth Station Museum has attracted 56,799 visitors since re-opening in August 2007.

The Library Service is at the heart of the Council's Improvement Programme for Sunderland, with a number of libraries being co-located with Customer Service Centres including those at Bunny Hill, Ryhope, Sandhill, Shiney Row, Houghton-le-Spring and Hetton. Work to develop a new Library and Customer Service Centre at Washington Galleries will be completed in mid 2009.

The Library Service has undertaken developmental work in respect of its indicators in the Culture Block of CPA. Additional investment in book stock and additional marketing and promotional activity has been targeted at improving performance in respect of these performance indicators.

CULTURE AND LEISURE

Sunderland's expenditure on Cultural Services remains comparatively high in 2008/09, however resident satisfaction levels still remain at a high level. This continues to reflect Sunderland's ongoing commitment to improving cultural opportunities for its citizens in order to address the strategic themes of Healthy City, Learning City and Attractive and Inclusive City.

The 2009/10 budget has been set taking account of efficiency savings totalling £913,000, further details of which are set out within the relevant service planning sections.

FINANCIAL

REVENUE ESTIMATES 2009/10 SUMMARY

Page No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Sport and Leisure	
601	10,263,068	6,454,774	6,898,781	Leisure Centres	6,389,441
602	887,725	876,941	800,991	Sports Development	861,131
603	510,831	446,009	452,840	Young Peoples Play and Urban Games	443,546
604	136,198	136,612	129,007	Project Development	133,223
609	1,284,033	933,341	1,165,057	Community Development	931,824
613	6,792,611	6,494,978	6,427,016	Parks, Open Spaces and Grounds Maintenance	6,144,217
				Libraries, Heritage and Events	
619	6,584,355	5,938,040	5,980,303	Libraries	5,862,086
620	150,284	142,297	138,216	Heritage (including Fulwell Mill)	140,404
620	515,185	440,548	429,223	Events	366,722
				Tourism, Marketing and Resorts	
623	145,479	246,023	268,590	Tourism	254,548
625	203,825	217,175	227,546	Marketing	190,628
627	854,289	824,939	816,367	Resorts	779,224
631	1,634,943	1,604,567	1,651,189	Museums	1,638,003
633	815,525	796,973	797,036	Theatre	797,037
636	1,079,509	927,707	917,821	Arts and Creative Development	889,916
637	106,533	108,376	108,376	Grants to Community Projects and Miscellaneous Contributions	110,254
	31,964,393	26,589,300	27,208,359	TOTAL BUDGET	25,932,204
				TRADING OPERATIONS	
638				Including Leisure Management, Allotments	
	419.5	413.0	414.0	Total No. of Staff	408.0

CULTURE AND LEISURE

PLANS AND STRATEGIES

- ActiveCity Sunderland
- Sport and Physical Activity Strategy
- Leisure Facilities Research
- Play and Urban Games Strategy
- Playing Pitch Plan
- Wellness Guide
- Parks Management Strategy
- Allotments Management Strategy
- Sunderland Partnership Community Development Plan
- Sunderland Compact
- Corporate Commissioning and Resourcing Framework for the Voluntary and Community Sector
- Corporate Community Development Plan
- Culturefirst
- Cultural Strategy
- Arts and Creative Development Strategy
- Music Development Strategy
- Annual Library Plan
- Local Heritage Strategy
- CCS Communication Strategy
- Wearmouth-Jarrow candidate World Heritage Site Management Plan
- Tyne and Wear Museums Corporate Plan
- North East Museums Hub Implementation Plan
- Sunderland Destination Management Plan.

CULTURE AND LEISURE

SPORT AND LEISURE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver the vision outlined in ActiveCity Sunderland, which is to ensure that everyone in Sunderland has access to quality sport and physical activity opportunities to improve their health and well-being. The vision will be delivered through two key aims:

- Improving sports, leisure and play facilities and buildings
- Providing opportunities for participation.

These will be supported by the following priority strategies:

- Delivery of the city's Leisure Facilities Research
- Establishing a range of opportunities to improve participation as outlined in the 'Sport and Physical Activity Strategy'
- Developing opportunities and facilities for play as outlined in the 'Young People's Play and Urban Games Strategy'.

To achieve these aims, the service:

- Provides opportunities to improve the health and well-being of people engaged in physical activity
- Undertakes the management of nine leisure facilities
- Develops new leisure and sports facilities
- Co-ordinates the ActiveSunderland Board and the Community Sport Network
- Provides the policy direction and an advisory service in relation to the city's leisure complexes, including Raich Carter Sports Centre
- Promotes a joined up approach to 'Wellness' in conjunction with key partners
- Works in partnership with schools, clubs, national governing bodies for sport and other organisations involved in the promotion of sport/sporting opportunities
- Manages existing and develops new sports pitches and associated facilities
- Co-ordinates the city's Play Partnership and manages the provision of equipped/unequipped playgrounds and urban games facilities, in accordance with the priorities expressed within the Young People's Play and Urban Games Strategy
- Seeks external funding to assist with ongoing delivery of the city's sport and leisure priorities
- Delivers sport and physical activity for young people, to contribute to an improvement in their health and physical literacy
- Project manages capital developments and revenue initiatives/programmes from concept to delivery.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
LOC 24	Swimming Pools and Sports Centres no. of swims and other visits per 1,000 population	8,532	8,400	8,391	No - The target was not quite achieved, due to the closure of Hetton Sports Centre and the planned closure of Newcastle Rd Baths	8,500	8,500
OP	Swimming Pools and Sports Centres net cost per swim/visit	£1.45	£1.44	£1.50	No - The target was not quite achieved due to closure of Hetton Sports Centre	£1.44	£1.45
OP206 YPP	No. of playgrounds/play areas provided by the council per 1000 children (under 12's)	1.44	1.50	1.44	No - Demolition of outdated play areas	1.50	1.51
OP	The percentage of young people with maximum 1km access to high quality local free play provision	16%	16%	16%	Yes	20%	30%

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PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
PI 1*	The % of 5-16 year olds engaged in 2 hours a week minimum of high quality PE and school sport within and beyond the curriculum (This PI is led by the School Sport Partnership)	90%	90%	90%	Yes	tbc	tbc
PI 2*	The % of adults participating in at least 30 mins. of moderate intensity sport and active recreation on 3 or more days a week	20.03	21.03%	18.7%	No - The sample size was only 50% the size of the 2006/07 survey	22.03%	23.03%
PI 3*	The % of population volunteering in sport and active recreation for at least one hour per week	3.06%	3.56%	4.3%	Yes	4.06%	4.56%
PI 11	The % of population that are within 20 mins. travel time of a range of 3 different sports facility types of which one has achieved a quality assured standard	49.86%	Higher 50% ranking	Outturn not available until March	Outturn not available until March	Higher 50% ranking	Higher 50% ranking
NI57	Children and young people's participation in high quality PE and sport (This PI is led by the School Sport Partnership)	n/a	n/a	n/a	New National Indicator	tbc	tbc
NI199	Children and young people's satisfaction with parks and play areas	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting baseline

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 2						
Objective: Provide people with the opportunity to live as long as those with the longest life expectancy in England						
<u>Service Improvement</u> Completion and opening of Hetton and Silksworth swimming pools <u>Corporate Risk Profile 1</u> Sunderland Strategy <u>Risk</u> Sunderland Partnership fails to deliver outcomes of the Sunderland Strategy and realise the ambitions of the city	Construction and opening of two 25m swimming pools at Hetton and Silksworth - Programme Planning Consultation undertaken regarding facility development Business Planning and then operational opening of both sites	Community programme to be developed Educational opportunities created for Key Stage 2 curriculum and learn to swim	Swimming pools continually promoted to maximise customer usage Project complete	Increase in participation in swimming (baseline to be agreed) Increase participation in physical activity (3x30mins) - target 23.03% in 2009/10 Improvement in the standard of the city's swimming facilities	Q3 Opening of Silksworth Swimming pool. Q4 Opening of Hetton Swimming Pool Develop operational procedures and staffing to compliment both developments	AHCS (S&L)

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>Service Improvement</u> Develop and deliver a 'core offer', which is made up of Wellness, Swimming, Play and Sport</p> <p><u>Corporate Risk Profile 1</u> Sunderland Strategy</p> <p><u>Risk</u> Sunderland Partnership fails to deliver outcomes of the Sunderland Strategy and realise the ambitions of the city</p>	<p>Seek funding to develop core offer from external funding agents linked to:</p> <ul style="list-style-type: none"> - Sport - Wellness - Aquatics - Play <p>Implement the Government's free swimming initiative for those aged 60 and over, and those aged 16 and under</p> <p>Develop a programme of sport and physical activity for young people outside curriculum time (Sport Unlimited)</p>	<p>Invest funding successfully attracted towards Sport, Wellness, Aquatics and Play</p> <p>Develop new opportunities and programmes for participation in sport and physical activity</p> <p>Improve the standard of sports and play facilities</p>	<p>Review the success of core offer</p>	<p>Providing educational opportunities through curriculum access and learn to swim</p> <p>Increase participation in Sport, Wellness, Aquatics and Play year on year</p> <p>Broaden sport and physical activity opportunities to non participants</p> <p>More young people active in sport and physical activity outside school</p> <p>Improve the standard of sport and play facilities</p> <p>External funding attracted to the city</p>	<p>Q1 - Q4 Funding to be sourced and applications submitted to support core offer</p> <p>Projects developed and funding invested</p> <p>Free swimming scheme implemented</p> <p>Sport Unlimited programme delivery</p>	<p>AHCS (S&L)</p>
<p>CORPORATE IMPROVEMENT PRIORITY 2 Objective: Improve the emotional health and wellbeing of children</p>						
<p><u>Service Improvement</u> Improve the quality of Play and Urban Games facilities in the city</p> <p><u>Corporate Risk Profile 6</u> Outcomes for Young People and Children</p>	<p>Development of new provision through the completion of 6 lottery funded projects and 28 Play Pathfinder projects</p> <p>Develop and build a City Adventure Centre</p>	<p>Plan for play and urban games provision beyond Pathfinder</p> <p>Develop a consultation programme to inform Pathfinder revenue projects</p>	<p>Implementation of revenue based Pathfinder projects</p>	<p>Complete 6 new play projects</p> <p>Improve and develop 28 citywide provisions, including a new City Adventure Centre</p> <p>Estimated 6 hectares of new equipped and games play provision</p>	<p>Q1 Complete 6 lottery funded developments</p> <p>Q4 Completion of Year 2 Play Pathfinder projects, including a City Adventure Centre</p>	<p>S&LPM</p>

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Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
				55% of children will have access to at least one high quality equipped play area 1km from their door		

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Sunderland's estimated spend for 2008/09 is upper quartile in comparison with Metropolitan Authorities and in the upper median compared to our nearest neighbours. The council recognises that its expenditure levels are high when compared to other Metropolitan and Nearest Neighbour authorities, but does have a long term plan for its leisure facilities, which includes significant capital investment that will result in revenue savings from 2008 and beyond. The level of spend reflects the Council's commitment to sport and leisure, reflecting of the council's aim to direct funding to sports and Wellness services for the benefit of its residents. This level of expenditure does bring with it outputs that contribute towards the city's health and the barriers that prevent access such as pricing.

The council's aim as far as its sport and leisure pricing policy is concerned, is to direct funding to services for the benefit of its residents. Subsidies are targeted towards those residents who least can afford to pay for participation in sport and physical activity. The new pricing framework introduced in 2008 was facilitated by a new leisure card. All young people in the city under 18 years of age will receive a free leisure card.

Investment in sport and leisure facilities is a priority for the city, whether this is attracting funds to build new swimming pools or working in partnership with the local Primary Care Trust to build capacity to train volunteers to deliver fitness sessions. The city is benefiting from a mainstreamed infrastructure that is in place to deliver either, small scale community revenue programmes or major capital projects. It is anticipated that the investment will also increase participation levels in sport and physical activity.

Sport and Leisure has demonstrated a proactive approach towards changing satisfaction levels and residents perceptions. For example, falling satisfaction with the provision of play resulted in the development of a Young People's Play and Urban Games Strategy (which was revised in 2007) to produce a more equal spread of challenging and safe play opportunities across the city. Since 2004, £1.6 million has been invested into play areas and new wheeled sports parks across the city. The level of investment will be sustained following the £760,000 Big Lottery funding. Satisfaction with children's playgrounds was 43% in 2007 (the same as 2006) in the Mori Annual Residents Survey 2007.

A study undertaken by the Audit Commission in 2006 (in association with Sport England) examined how local authorities in England are managing their approach to providing public sports and recreation facilities and their attempts to improve access and value for money. It concluded that investment in sports and recreation facilities is increasing, but not at a pace that will address the consequences of years of low spending on stock maintenance. This is not the case in Sunderland, where, through collaborative and partnership working, an enviable record of facility development has been delivered in the last seven years, including:

- Developed six new Wellness Centres across the city and equipped them with modern fitness equipment
- Developed a Community Wellness Programme that takes physical activity opportunities to local communities for residents who cannot access leisure centres
- Replaced or significantly refurbished 31 play facilities since 2004
- Built the Raich Carter Sports Centre
- Invested over £14 million into school sports facilities at primary and secondary schools. In addition, the city is committed to the Building Schools for the Future initiative and will continue the modernisation programme of its facilities
- Washington Millennium Centre refurbishment
- Built the Sunderland Aquatic Centre
- Built a City Wheeled Sports Park plus 5 wheeled sports parks
- Playing pitch improvements, such as those at Ford Quarry
- Bunnyhill Centre development.

The council will continue to re-invest in facilities and deliver ambitious, but deliverable plans for the future:

- New 25m swimming pool at Hetton

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- New 25m swimming pool at Silksworth
- Opportunities for dry sport provision at Stadium Park
- £5.2 million committed investment into children's play facilities
- Leisure centre and football pavilion improvements.

This level of investment will be sustained in the play service following successfully securing £760,000 Big Lottery funding. An additional £2.6million from the Government's Play Pathfinder programme, with matched funding from the council and developer will also be invested. This will enable 28 new or updated play areas across Sunderland and there are plans for a City Adventure Centre.

The heating and energy efficiency of new facilities currently being developed, and future facilities, will far surpass the energy systems of older pools such as Crowtree. In addition, utilisation of 'grey water' will be a key feature of the new facilities. It is anticipated that these environmental considerations will generate efficiency savings in the future. The Sunderland Aquatic Centre, which opened in April 2008, is the first 50m pool in the country to meet the BREEAM accreditation for environmental standards for new buildings. It sets the standard for best practice in sustainable development and demonstrates a level of environmental achievement. These new energy saving initiatives will be considered as part of the new 25m pool developments at Silksworth and Hetton.

The 2009/10 budget has been set taking account of efficiency savings totalling £364,000, arising from:

- Partnership working arrangements (£200,000)
- A review of operational arrangements (£138,000)
- Maximisation of income earning opportunities (£26,000).

FINANCIAL

LEISURE CENTRES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	38,267	36,189	36,535	Employees	37,080
2	661,237	747,151	747,151	Premises	855,291
3	417	1,500	1,500	Transport	1,500
4	30,415	5,233	5,233	Supplies and Services	12,868
5	3,367,886	3,111,338	3,344,737	Contribution to Trading Service	2,706,899
6	227,154	245,332	245,332	Third Party Payments	250,239
7	108,504	0	0	Revenue Contributions to Capital	0
	<u>4,433,880</u>	<u>4,146,743</u>	<u>4,380,488</u>		<u>3,863,877</u>
				Less Income	
8	22,293	30,208	30,208	Income	30,208
9	161,358	0	0	Delegated Budget b/fwd	0
	<u>183,651</u>	<u>30,208</u>	<u>30,208</u>		<u>30,208</u>
	<u>4,250,229</u>	<u>4,116,535</u>	<u>4,350,280</u>	Delegated Budget	<u>3,833,669</u>
				Non-Delegated Items	
10	1,667	1,612	(751)	Employees - FRS17 Pensions Adjustment	(696)
11	336,892	341,220	341,220	Central Support Service Recharges	361,070
12	244,943	277,373	277,373	Departmental Administration	274,711
13	197,344	216,271	216,271	Grounds Maintenance	220,298
14	130,005	111,741	111,741	Repairs and Renewals	107,455
15	5,101,988	1,390,022	1,602,647	Asset Charges	1,592,934
	<u>6,012,839</u>	<u>2,338,239</u>	<u>2,548,501</u>	Non-Delegated Budget	<u>2,555,772</u>
	<u>10,263,068</u>	<u>6,454,774</u>	<u>6,898,781</u>	TOTAL BUDGET	<u>6,389,441</u>
	1.0	1.0	1.0	Total No. of Staff	1.0

Responsible Budget Holder

Assistant Head of Community Services

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SPORTS DEVELOPMENT

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	952,437	404,466	373,183	Employees	395,202
2	33,266	12,947	12,947	Premises	6,410
3	28,995	7,638	7,638	Transport	6,328
4	879,231	51,598	51,139	Supplies and Services	54,088
5	186,452	196,152	196,152	Third Party Payments	200,075
6	141,262	0	0	Delegated Budget c/fwd	0
7	24,366	0	0	Revenue Contributions to Capital	0
	<u>2,246,009</u>	<u>672,801</u>	<u>641,059</u>		<u>662,103</u>
				Less Income	
8	1,556,541	55,415	75,415	Income	30,264
9	79,283	0	0	Delegated Budget b/fwd	0
	<u>1,635,824</u>	<u>55,415</u>	<u>75,415</u>		<u>30,264</u>
	<u>610,185</u>	<u>617,386</u>	<u>565,644</u>	Delegated Budget	<u>631,839</u>
				Non-Delegated Items	
10	32,840	17,267	(6,941)	Employees - FRS17 Pensions Adjustment	(7,406)
11	131,213	125,120	125,120	Central Support Service Recharges	145,402
12	110,314	116,512	116,512	Departmental Administration	89,993
13	3,173	656	656	Asset Charges	1,303
	<u>277,540</u>	<u>259,555</u>	<u>235,347</u>	Non-Delegated Budget	<u>229,292</u>
	<u>887,725</u>	<u>876,941</u>	<u>800,991</u>	TOTAL BUDGET	<u>861,131</u>
	20.0	10.0	9.0	Total No. of Staff	9.0

Responsible Budget Holder
Sports Services Manager

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YOUNG PEOPLES PLAY AND URBAN GAMES

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	258,113	228,702	229,992	Employees	244,906
2	4,244	8,014	7,914	Premises	8,442
3	18,286	19,970	19,970	Transport	19,970
4	92,778	53,894	53,894	Supplies and Services	51,826
5	87,365	0	0	Revenue Contributions to Capital	0
6	294	0	0	Delegated Budget c/fwd	0
	<u>461,080</u>	<u>310,580</u>	<u>311,770</u>		<u>325,144</u>
7	127,230	0	0	Less Income	0
	<u>333,850</u>	<u>310,580</u>	<u>311,770</u>	Delegated Budget	<u>325,144</u>
				Non-Delegated Items	
8	9,052	8,441	(3,935)	Employees - FRS17 Pensions Adjustment	(3,644)
9	26,347	32,103	32,103	Central Support Service Recharges	27,600
10	66,317	76,140	76,140	Departmental Administration	55,550
11	4,065	340	340	Repairs and Renewals	0
12	0	0	0	Grounds Maintenance	2,474
13	71,200	18,405	36,422	Asset Charges	36,422
	<u>176,981</u>	<u>135,429</u>	<u>141,070</u>	Non-Delegated Budget	<u>118,402</u>
	<u>510,831</u>	<u>446,009</u>	<u>452,840</u>	TOTAL BUDGET	<u>443,546</u>
	9.0	9.0	9.0	Total No. of Staff	9.0

Responsible Budget Holder

Sports and Leisure Partnership Manager

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PROJECT DEVELOPMENT

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	92,690	139,764	141,085	Employees	143,916
2	1,570	5,706	5,706	Transport	5,706
3	19,341	0	0	Delegated budget b/fwd	0
	<u>113,601</u>	<u>145,470</u>	<u>146,791</u>		<u>149,622</u>
4	0	30,495	30,495	Less Income	30,495
	<u>113,601</u>	<u>114,975</u>	<u>116,296</u>	Delegated Budget	<u>119,127</u>
				Non-Delegated Items	
5	4,442	6,088	(2,838)	Employees - FRS17 Pensions Adjustment	(2,628)
6	18,155	15,549	15,549	Central Support Service Recharges	16,724
	<u>22,597</u>	<u>21,637</u>	<u>12,711</u>	Non-Delegated Budget	<u>14,096</u>
	<u>136,198</u>	<u>136,612</u>	<u>129,007</u>	TOTAL BUDGET	<u>133,223</u>
	3.5	5.0	5.0	Total No. of Staff	5.0

Responsible Budget Holder

Sports and Leisure Partnership Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

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COMMUNITY DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to lead the strategic co-ordination of community development and support the operational development and delivery of neighbourhood based services, increasing lifelong learning and capacity building opportunities aimed at combating social exclusion. To achieve this aim, the service:

- On behalf of the Sunderland Partnership leads the implementation of the city's Community Development Plan (CDP) and manages the arrangements for the Community Development Strategy Group (CDSG)
- Leads the implementation of the Corporate Community Development Plan and manages the arrangements for the Corporate Working Group (Voluntary Community Sector Support)
- On behalf of the Sunderland Partnership, co-ordinates the Sunderland Compact (an agreement between government and the voluntary and community sector to improve their relationship for mutual advantage and community gain)
- Raises the profile of volunteering across the city and creates key routes that support individuals into volunteering opportunities, community learning and employment
- Provides information, professional advice, support, training and management systems to develop effective governance arrangements for community and voluntary sector based activity
- Supports the operation and development of area based facilities providing opportunities for all age ranges and all interest groups in the community
- Supports the developmental work of geographical communities and communities of identity
- Offers an advisory role for externally funded projects and staff, supporting community capacity-building and community development
- Researches and advises on new legislation that impacts on the local authority and the community and voluntary sector.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
LPSA 6 Indicator 1	% residents taking part in formal volunteering activity in the previous year (minimum 2 hours per week)	7%	11%	7%	No - Raised percentage of people volunteering between 1 and 2 hours per week from 2% to 5%, one off volunteering from 9% to 13% and number of people never volunteering dropped from 74% to 62%	End of Agreement (new national performance indicator NI 6)	n/a
NI 6	Participation in regular volunteering	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting baseline
NI 7	Environment for a thriving third sector	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting baseline

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COMMUNITY DEVELOPMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Enable local people and groups to engage with partners and influence the development of responsive local public services						
<p>Service Improvement Implementation of a Community Development Plan (CDP) in light of emerging legislation</p> <p>Corporate Risk Profile 10 Inclusive Communities</p> <p>Risk The council fails to deliver the objectives of the Corporate Community Development Plan</p> <p>Recommended Action Develop and agree a Corporate CDP that includes SMART actions for delivery</p>	<p>Secure agreement within the council and cross the Partnership to key actions and lead officer arrangements</p> <p>Establish appropriate performance management arrangements including a highlight system to promote effective delivery</p> <p>Provide 6 monthly reports on progress to EMT and Partnership Board</p>	<p>Review and evaluate progress against CDP priorities in 2009/10</p> <p>Deliver the priorities identified for 2010/11 and provide effective performance management to ensure successful delivery</p>	<p>Review and evaluate progress against CDP priority delivery and use results (including those from performance management outturns) to undertake a review of the CDPs to ensure they remain 'fit for purpose' and continue to meet community aspirations</p>	<p>Community Development supporting the delivery of the Sunderland Strategy and CDP priorities which seek to improve the quality of life for residents in Sunderland by 'working together for a better future'</p> <p>The CDP will support this by increasing community capacity to engage with the Sunderland Strategy Priorities. Promotion of active citizenship</p> <p>Supported communities in identifying and meeting their needs closing the inequalities gap</p> <p>Meeting the targets associated with national performance indicators:</p> <p>NI 6-Participation in regular volunteering</p> <p>NI 7-Environment for a thriving third sector Increase in skills and knowledge</p>	<p>Q1 Commence implementation of CDP - Action Plan</p> <p>Q1 - Q3 Agreement reached on key actions and lead officer</p> <p>Q3 Performance management arrangements established</p> <p>Q2 and Q4 EMT and Partnership Progress Reports published</p>	<p>HCS AHCS (CD) CDT</p>

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COMMUNITY DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p><u>Service Improvement</u> Support the Voluntary and Community Sector (VCS)</p> <p><u>Corporate Risk Profile 10</u> Inclusive Communities</p>	<p>Develop scope of Integrated Bureaus of Support</p> <p>Monitor legislative, policy and regulatory change and provide advice and guidance to ensure effective governance arrangements across the VCS</p> <p>Provide support to the VCS to Increase the number of residents volunteering in the city</p> <p>Ensure that Community Associations in the city remain fit for purpose</p>	<p>Commence delivery of Integrated Bureaus of Support</p> <p>Provide advice and guidance to ensure effective governance arrangements for the VCS</p> <p>Increase the number of residents volunteering in the city to support a thriving third sector</p> <p>Ensure that Community Associations in the city remain fit for purpose</p>	<p>Review the Bureaus of Support to ensure ongoing successful delivery of priorities in respect of the VCS</p> <p>Provide advice and guidance to ensure effective governance arrangements for the VCS</p> <p>Increase the number of residents volunteering in the city to support a thriving third sector</p> <p>Ensure that Community Associations in the city remain fit for purpose</p>	<p>This will increase through better access and support via the bureaus of support which will be providing more co-ordinated, effective and efficient support to the VCS</p> <p>Meeting the targets associated with national performance indicators:</p> <p>NI 6- Participation in regular volunteering</p> <p>NI 7- Environment for a thriving third sector</p> <p>Increase in number of employers supporting the employee volunteering scheme</p> <p>Sustainability of VCS delivery</p> <p>Improved access to information for VCS organisations</p>	<p>Q1 - Q4 Scoping work to develop an Integrated Bureau of Support</p> <p>Q4 NI 6 Participation in volunteering full year outturn</p> <p>Q1 - Q4 Provide guidance for effective governance to Community Associations as required</p>	AHCS (CD) CDT
<p><u>Service Improvement</u> Refresh the Sunderland Partnership Compact</p> <p><u>Corporate Risk Profile 10</u> Inclusive Communities</p>	<p>Sign-up to and embedding of Sunderland Compact arrangements across organisations of the Sunderland Partnership and the VCS</p>	<p>Monitor and evaluate Compact arrangements following the 2009/10 refresh</p> <p>Performance management arrangements successfully implemented</p>	<p>Monitor and evaluate Compact arrangements to ensure fitness for purpose and to ensure it continues to reflect community aspirations</p>	<p>Sunderland Partnership organisations adoption and compliance of the Sunderland Compact</p>	<p>Q1 - Q4 Facilitate and encourage sign-up across the Sunderland Partnership and voluntary organisation</p>	AHCS (CD) CDT

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
			Incorporate any changes arising from the Sunderland Partnership and the VCS	The Compact will develop better relationships between the VCS and the wider Sunderland Partnership which should lead to better service delivery for the citizens of Sunderland		

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

A Corporate Commissioning and Resourcing Framework is being developed for the VCS in Sunderland. This will provide:

- An integrated approach to VCS support across the council, that will in turn inform the work of other funders' in the Sunderland Partnership
- An opportunity for effective information sharing across council directorates to avoid duplication and share good practice
- The identification of the resources available from the council to the VCS and clarity on how both financial and non-financial resources are deployed
- A move towards common processes such as the monitoring and evaluation practice that will assist in more efficient and effective targeting or resources
- Provide ways in which central government aims to involve the VCS in service delivery can be further developed and built upon in the city.

Community Development is supporting the University of Sunderland to develop an accredited course for community development so that practitioners can develop a shared understanding of community development in the city. This was approved by the Sunderland Partnership in November 2007 and a pilot module commenced in March 2008. The pilot module, which was designed, is accredited as a short course 'Understanding Community Development' and will continue to be available at the University of Sunderland and it will be marketed across the region. The University is currently developing a foundation degree to build on the short course.

The work of the service has been recognised nationally with short listing for Sunderland Compact in Compact Category for VONNE North East Awards 2008 in October 2008. The Sunderland Compact also achieved a highly commended award in the national compact awards ceremony in London, with a reception at 11 Downing Street on 5th November 2008.

The 2009/10 budget was set taking account of efficiency savings totalling £50,000 arising from an increasingly focussed approach towards external contributions.

CULTURE AND LEISURE
COMMUNITY DEVELOPMENT

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	356,217	296,560	339,885	Employees	296,490
2	185,139	161,260	172,356	Premises	189,608
3	10,390	4,204	4,204	Transport	4,204
4	212,958	145,234	142,728	Supplies and Services	95,299
5	39,090	0	0	Third Party Payments	0
	<u>803,794</u>	<u>607,258</u>	<u>659,173</u>		<u>585,601</u>
6	239,457	695	695	Less Income	695
	<u>564,337</u>	<u>606,563</u>	<u>658,478</u>	Delegated Budget	<u>584,906</u>
				Non-Delegated Items	
7	14,656	12,202	(6,509)	Employees - FRS17 Pensions Adjustment	(5,269)
8	115,299	129,954	129,954	Central Support Service Recharges	113,260
9	3,693	4,240	4,240	Departmental Administration	20,627
10	6,296	6,838	6,838	Grounds Maintenance	6,964
11	106,311	64,346	64,346	Repairs and Renewals	64,346
12	473,441	109,198	307,710	Asset Charges	146,990
	<u>719,696</u>	<u>326,778</u>	<u>506,579</u>	Non-Delegated Budget	<u>346,918</u>
	<u>1,284,033</u>	<u>933,341</u>	<u>1,165,057</u>	TOTAL BUDGET	<u>931,824</u>
	9.5	7.0	8.0	Total No. of Staff	7.0

Responsible Budget Holder

Principal Commissioning and Co-ordination Officer

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the provision of Parks, Open Spaces and Allotments that are well maintained, safe, readily accessible, meet local community needs and where appropriate, provide a valued and diversified range of quality horticultural, ecological and recreational services. To achieve this aim, the service:

- Provides strategic management of 27 parks in Sunderland comprising 1 city park (Mowbray Park), 9 district parks (10+ hectares) and 17 local parks (2+ hectares)
- Manages 96 allotment sites with 4,000 individual plots
- Manages horticultural shows (Seaburn and Houghton Feast)
- Manages the Sunderland in Bloom competition (11 categories)
- Oversees the Sunderland Parks Warden Service (6 static wardens and 1 mobile warden).

PERFORMANCE INDICATORS

The service has no key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional						
<u>Service Improvement</u> Develop improvement schemes that will deliver identified priorities in the Parks and Allotments Strategies	Allotments Schemes to improve gates, fencing, footpaths and remove fly tipping at Corporation Road allotments. Creation of a Community allotment Garden at Corporation Road	Allotments Develop 10 new plots at Tunstall Hill Extension allotments Provide new perimeter fencing and remove fly tipping at Burnside allotments, Houghton	Allotments Schemes to improve gates, fencing, footpaths and water supplies at Britannia Terrace allotments Fencehouses	Cleaner, safer, greener parks, increased usage and footfall in parks Increasing levels of satisfaction with parks and open spaces measured via the Annual Residents Survey	Q1 Undertake a review and develop revised Parks Improvement Plan Q1 - Q3 Undertake Green Stat survey to inform priorities for parks improvements Q1 - Q4 Undertake programme of improvements to parks and allotments using agreed delegated budget for 2009/10	PkDM
<u>Corporate Risk Profile 3</u> Physical Regeneration Activity	Site clearance at Featherbed Lane Allotments Ryhope Parks Enhancement schemes that provide good quality parks that contribute to the regeneration, renewal and the image of their neighbourhood and the city as a whole. Improvements to Rectory Park, Houghton	Parks Enhancement schemes that provide good quality parks that contribute to the regeneration, renewal and the image of their neighbourhood and the city as a whole.	Parks Enhancement schemes that provide good quality parks that contribute to the regeneration, renewal and the image of their neighbourhood and the city as a whole.	Reductions in requests and complaints via trend analysis re: Allotments		
<u>Service Improvement</u> Barnes Park Regeneration	Improvements to Barley Mow Bowls Pavilion	Improvements to Silksworth Recreation Park	Improvements to Thompson Park	Preservation of existing heritage in Barnes Park	Q1 Result of Stage 2 funding bid announced	

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Corporate Risk Profile 3 Physical Regeneration Activity</p>	<p>Dependent upon success of Heritage Lottery funding bid</p> <p>Undertake programme of planned improvements to Barnes Park to include:</p> <ul style="list-style-type: none"> - Restoration of historic features such as the canon, bandstand, railings and gates and rejuvenation of the lake - A Multi-Use games area together with disabled and able bodied play space for all ages, including an Adventure Play Area - A Sensory Garden and removal of excess shrubbery & tree coverage - An Events Programme for the Park 	<p>Dependent upon success of Heritage Lottery funding bid:</p> <p>Continue project to improve Barnes Park (expected completion Spring 2011)</p>	<p>Project complete</p> <p>Regeneration of Barnes Park complete and accessible to those who live in, work in or visit the city</p>	<p>Increasing access to and usage of Barnes Park for current and future generations</p>	<p>Q2 - Q4 Subject to satisfactory outcome commence work in the park</p> <p>Q1 - Q4 Community Education Officer in post (based at Barnes Park) providing link with local residents and schools and to identify and submit applications for additional funding (5 year post)</p>	
<p>CORPORATE IMPROVEMENT PRIORITY 6 Objective : Delivering Area Arrangements</p>						
<p>Service Improvement Development of area based Parks Development Arrangements</p> <p>Corporate Risk Profile 2 Improvement Agenda</p>	<p>Embed the new structure into the service, 3 Regeneration Officers to cover all five areas of the city - reducing from 6 areas to 5 in 2009/2010</p>	<p>Review and improve - identify funding priorities</p>	<p>Seek to secure funding to deliver priorities</p>	<p>Development of parks infrastructure for current and future generations aligned to priorities in each area of the city</p> <p>Increased access to and usage of parks</p>	<p>Q1 Regeneration Officers in post</p> <p>Q1 - Q4 Establish links with Friends groups to identify potential parks and allotment improvements in each area of the city</p>	<p>PkDM</p>

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
Risk Failure to obtain customer feedback and views to shape services				Increase in customer satisfaction measured via the annual residents survey	Q1 - Q4 Identify funding opportunities to undertake programme of improvements	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The service successfully completed a Stage 1 Heritage Lottery Fund 'Parks for People' bid in Spring 2008. A Stage 2 bid was subsequently prepared and submitted at the end of October 2008. Subject to a successful outcome in Spring 2009 the service will commence work in 2009/10 to undertake a programme of improvements at Barnes Park. Work will include restoration of historic features such as the bandstand, cannon, railings and gates; provision of a multi-use games area; rejuvenation of the lake and removal of excess shrubbery and tree coverage from within the park. This will enhance the reputation of the park and increase usage across all groups. A Community Education Officer has been appointed and will be based at the park. They will be responsible for developing closer links with local residents and schools and identifying potential additional funding sources.

Work is ongoing to implement area based parks development arrangements in the city. Three Regeneration Officers are to be appointed to cover the five regeneration areas of the city. Their role will be to develop closer links with residents', partners, agencies and friends groups to identify priorities for improvement in the city's parks and identify opportunities for additional funding that will allow delivery of the prioritised improvements.

Investment at Herrington Country Park over recent years ensured the park was awarded Green Flag status in 2006 with an 'excellent' rating, and this was retained in both 2007 and 2008. Ensuring the park is well maintained results in a consistently high number of visitors being attracted to the park.

Parks, Open Spaces and Grounds Maintenance has undertaken partnership working with Adult Services to deliver improvements in the parks infrastructure and services. These include the Barnes Park café, Doxford Park walled garden and fruit and vegetable distribution service.

Sunderland is upper quartile in 2008/09 in relation to cost of service when compared to nearest neighbours and Metropolitan Authorities for parks and open spaces. However, Sunderland maintains more land per hectare than all of its Nearest Neighbours.

The service is a member of the Association for Public Service Excellence (APSE) Performance Networks, which allows it to benchmark service costs and performance data with other family group members. Sunderland is top quartile for the number of hectares maintained per front line employee. The cost per hectare of land maintained is £3,560 for Sunderland, compared to an average of £4,597 per hectare for other family group members.

Satisfaction with Parks and Open Spaces (BVPI 119e) declined slightly from 71% in 2003 to 70% in 2006, and is mid range when compared to other local authorities (a survey undertaken every 3 years). Delivery of key actions in the Parks Management Strategy will contribute to improving customer satisfaction with parks in the city.

Satisfaction with grass cutting of open spaces has fallen from 77% in 2006 to 70% in 2007, as measured through the 2007 MORI survey. Satisfaction with Green Spaces in your neighbourhood decreased from 67% in 2006 to 61% in 2007. The Community Spirit Summer Survey 2007 included consultation in relation to green spaces as part of the Local Development Framework. This indicates that parks are particularly well used in the city with 86% of respondents visiting parks at least occasionally. In addition to this 18% of respondents also use or visit allotments at least occasionally. Equally important were the contribution that parks and allotments make to the respondents 'quality of life'. 86% of respondents regard parks as an important contributor to their quality of life. 44% of respondents rated allotments as being an important contributor to quality of life.

The 2009/10 budget was set taking account of efficiency savings totalling £313,000, arising from:

- A review of workforce arrangements (£294,000)
- General back office administrative efficiencies (£16,000)
- Maximisation of income earning opportunities (£3,000).

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

FINANCIAL

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	837,672	868,050	874,268	Employees	873,037
2	849,966	950,711	999,948	Premises	870,921
3	162,513	164,058	164,058	Transport	164,058
4	809,164	745,037	744,729	Supplies and Services	577,292
5	5,119,857	5,120,127	5,007,761	Contribution to Trading Service - Grounds Maintenance	5,110,967
6	134,118	114,309	114,441	Contribution to Trading Service - Allotments	119,448
7	367,376	291,914	291,914	Third Party Payments	297,751
8	101,280	0	0	Revenue Contributions to Capital	0
9	3,445	0	0	Delegated Budget c/fwd	0
	<u>8,385,391</u>	<u>8,254,206</u>	<u>8,197,119</u>		<u>8,013,474</u>
				Less Income	
10	347,802	555,612	555,612	Income	562,530
11	32,520	0	0	Delegated Budget b/fwd	0
	<u>380,322</u>	<u>555,612</u>	<u>555,612</u>		<u>562,530</u>
	<u>8,005,069</u>	<u>7,698,594</u>	<u>7,641,507</u>	Delegated Budget	<u>7,450,944</u>
				Non-Delegated Items	
12	25,551	33,815	(15,766)	Employees - FRS17 Pensions Adjustment	(14,595)
13	231,334	234,621	234,621	Central Support Service Recharges	222,666
14	195,258	310,588	310,588	Departmental Administration	295,747
15	4,231,033	4,130,042	4,130,042	Grounds Maintenance	4,388,392
16	290,315	184,419	184,419	Repairs and Renewals	190,974
17	241,549	138,228	176,934	Asset Charges	176,734
	<u>5,215,040</u>	<u>5,031,713</u>	<u>5,020,838</u>		<u>5,259,918</u>
18	6,427,498	6,235,329	6,235,329	Less Income	6,566,645
	<u>(1,212,458)</u>	<u>(1,203,616)</u>	<u>(1,214,491)</u>	Non-Delegated Budget	<u>(1,306,727)</u>
	<u>6,792,611</u>	<u>6,494,978</u>	<u>6,427,016</u>	TOTAL BUDGET	<u>6,144,217</u>
	30.0	30.0	30.0	Total No. of Staff	30.0

Responsible Budget Holder
Parks Services Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

SERVICE ROLES AND RESPONSIBILITIES

Library Service

The primary aim of the service is to provide a responsive and customer focused public library and information service through the seven key areas of service improvement of Access and Inclusion, Books and Reading, Digital Citizenship, Services to Young People, Health and Well Being, Learning Development, and Communication and Staff Development. To achieve this aim, the service:

- Provides 20 static libraries and two mobile libraries
- Operates a mobile Lifelong Learning/Customer Service Centre vehicle
- Provides a Local Studies Centre
- In partnership with the Women's Royal Voluntary Service provides a Books on Wheels service
- Provides a Hospital and Schools Library Service.

Heritage

The primary aim of the service is to improve access to and raise awareness of heritage provision across Sunderland. To achieve this aim, the service:

- Enables communities to understand and promote their individual cultural identities
- Increases opportunities for celebrating Sunderland and its heritage
- Is actively pursuing securing the nomination of Wearmouth-Jarrow for World Heritage Site status in 2010, with other partners.

Events

The primary aim of the service is to manage and promote a programme of special high quality events within Sunderland. To achieve this aim, the service:

- Raises the profile, of and, enhances the city's image
- Attracts additional visitors from outside the region.

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 220	Composite Library Indicator (score based on compliance with Public Library Service Standard indicators)	3	4	3	No - 2 additional standards achieved in 2006/07 maintained and improved in 2007/08. 7 PLSSs achieved, 3 not achieved (within 5% - PLSS 6,7 & 8) PLSS 7 dropped to 1 point below standard following revised Child PLUS carried out in Sept 2007	n/a	n/a
C2a PLSS 1	Proportion of households living within a specified distance of a static library	100%	100%	100%	Yes	n/a	n/a
C2b PLSS 2	Aggregate scheduled opening hours per 1,000 population for all libraries	146	141	148	Yes	n/a	n/a

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
C2c PLSS 6	Number of library visits per 1,000 population (formerly BVPI 117)	5600	6000	5726	No - Although there was an increase in number of visitors, there is ongoing marketing to encourage use that is aimed at increasing participation and performance	n/a	n/a
C3a PLSS 3	% of static libraries providing access to electronic information resources connected to the internet	100%	100%	100%	Yes	n/a	n/a
C3b PLSS 4	Total number of electronic workstations available to users per 10,000 population	8	8	8	Yes	n/a	n/a
C4	Active borrowers as a % of population	17%	19.0%	17.6%	No - Below target but improved performance. Ongoing marketing campaign targeting active membership and participation	n/a	n/a
C14a PLSS 7	% of library users aged 16 and over who view the service as very good or good	93.1%	93.1%	93.1%	Yes	n/a	n/a
PLSS 8	% of library users aged under 16 who view their library service as good	77%	77%	86%	Yes - NB. Revised Child PLUS introduced 2007	n/a	n/a
C11a PLSS 5	Libraries request for supply time:- 7 Days 15 Days 30 Days	58% 76% 91%	58% 78% 92%	77% 89% 96%	Yes	n/a	n/a
C11b PLSS 9	Annual items added through purchase per 1,000 population	222	202	236	Yes	n/a	n/a
C11c PLSS 10	Time taken to replenish the lending stock on open access or available for loan (years)	6.7	7.0	6.4	Yes	n/a	n/a
C13	Cost per visit to libraries	£2.86	£2.90	£2.88	Yes	n/a	n/a
NI 9	Use of Public Libraries	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting baseline

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 8						
Objective: Respond to the National Performance Framework						
<p>Service Improvement Review and evaluate current performance framework in the Library Service</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to provide a consistent performance improvement framework and culture across the council that supports customer focused service delivery</p>	<p>Ensure that robust data can be collected in respect of National Indicators and Improvement Tools by monitoring performance, identifying key risks and implementing service improvements</p>	<p>Review and evaluate performance information outturns for 2009/10 and use to inform service improvement during 2010/11</p> <p>Monitor 2010/11 performance, examine comparator data, identify key risks and implement service improvements</p>	<p>Review and evaluate performance information outturns for 2010/11 and use to inform service improvement during 2011/12</p> <p>Monitor 2011/12 performance, examine comparator data, identify key risks and implement service improvements</p>	<p>Cultural target outcomes that contribute to an 'excellent' performance in respect of new CAA requirements</p> <p>Improved take-up of services and participation in reading and library activities - progress to be monitored via performance indicators in 2009/10</p> <p>Achieve target for NI 9 - Use of Public Libraries</p> <p>Contribute to Improving literacy levels and enhancing wellbeing of the individual at no extra cost</p> <p>Contribute to Sunderland Strategic Priority - Learning City</p>	<p>Q1 - Q4 Increase in visitors and participation in reading and library activities</p> <p>Increase in satisfaction with services</p>	<p>AHCT (LHE)</p>

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 4						
Objective: Everyone in Sunderland will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development						
Service Improvement Promote reading and active participation in reading activities through targeted campaigns and promotion of library membership	Monitor active membership and undertake ongoing promotion of reading and library activities Development of a Reading Strategy for the city	Monitor active membership and evaluate success of 2009/10 marketing activity to inform promotion of reading and library activities linked to local, regional and national initiatives in 2010/11 Seek new partnerships to enhance service delivery across the city in libraries and at partner sites Implement key priorities in the Reading Strategy	Monitor active membership and evaluate success of 2010/11 marketing activity to inform promotion of reading and library activities linked to local, regional and national initiatives in 2011/12 Seek new partnerships to enhance service delivery across the city in libraries and at partner sites Monitor impact of enhanced literature levels and active participation in reading activity	Improved services and participation in reading and library activities Improving Literacy levels and enhancing wellbeing of the individual at no extra cost Open a new library at Silksworth in partnership with Adult Services as part of a new extra care housing scheme Achieve target for NI 9 - Use of Public Libraries	Q1 Opening of new library at Silksworth Q1 - Q4 Increase in visitors and participation in reading and library activities Increase in satisfaction with services New partnerships developed	AHCT (LHE)
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Enable local people and groups to engage with partners and influence the development of responsive local public services						
Service Improvement Maximise investment in events by supporting alternative, innovative ways of providing and encouraging inward investment into the city	Development of music across city Work with Culture10 to develop an innovative programme that adds value to existing events for this year	Develop Live Music Initiatives Develop and enhance existing event programme and identify new festivals and events Programme 2/3 outdoor music events at Herrington Country Park	Further development of Live Music initiatives Event programme and identification of new festivals and events to be developed to provide an enhanced programme for those who live, visit or work in the city	An Events Strategy Report completed TyneWear Partnership funding secured for Herrington Country Park Increased visitor numbers at festivals and events	Q1 - Q3 Development work to continue during 2009 as part of this project	CLEC HCT CLEC
Corporate Risk Profile 32 Economic Regeneration						

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
				Increased satisfaction levels (measured via Annual Residents Survey) Enhanced programme of events supported by Culture10 that will increase participation, promote equality and inclusivity and enhance wellbeing. Delivery of a first class festivals and events programme to residents and visitors		

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The council's Improvement Programme for Sunderland is transforming and re-moulding the way in which services are delivered across the city. Service development opportunities are now undertaken in partnership. The 'One Council' approach has enabled partnerships to be developed and strengthened and facility developments to be undertaken to ensure the best possible, efficient, cost effective service is delivered to the customer. The Library Service is at the heart of this agenda with a number of libraries being co-located with Customer Service Centres including those at Bunny Hill, Ryhope, Sandhill, Shiney Row, Houghton-le-Spring and Hetton. Work to develop a new Library and Customer Service Centre at Washington Galleries will be completed in mid 2009.

The service has undertaken developmental work in respect of its indicators in the Culture Block of CPA. Additional investment in book stock, marketing and promotional activity has been targeted at improving performance in respect of these performance indicators. In 2007/08 the service achieved the CPA upper threshold for a number of performance indicators including C2 (Public Library Service Standards on Access), C3 (Public Library Service Standards on ICT provision), C11 (Public Library Service Standards on stock), C6 (Triennial survey of satisfaction with libraries) and C14a (Satisfaction assessment of users 16 and over of their library service). CPA indicator C4 (Active borrowers as a percentage of the population) has remained problematic, being in the bottom threshold; however performance did improve in 2007/08 to 17.60% against 17.00% in 2006/07.

Audit Commission VFM profiles for 2007/08 indicate that the cost of library service provision in Sunderland is £19.65 per head which places the authority in Upper Quartile (upper = higher cost, lower = lower cost), the same as 2006/07. Sunderland ranks 23rd (25th in 2006/07) out of 36 metropolitan. For near neighbours expenditure places the authority in Upper Quartile compared to Upper Median Quartile in 2006/07. Sunderland ranks 13th (12th in 2006/07) out of 16 near neighbour authorities. A service review of Libraries has been undertaken during 2008/09 in light of the emerging Customer Service and Access Strategy and in response to the cost profiles.

The Mori Annual Residents Survey 2007 indicated a high level of resident satisfaction with service provision. 67% of those attending events in the city were satisfied with only 9% being dissatisfied. 90% of those using the Library Service were satisfied, compared with 91% in 2006 and only 2% were dissatisfied in both years.

Investments in events continues to be a priority for the city with 283 days of events planned in the 2008 programme (296 days in 2007), including the Women's Great North Run, the International Airshow and the Christmas Market events.

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

The 2009/10 budget was set taking account of efficiency savings totalling £121,000 arising from:

- Maximisation of income earning opportunities (£8,000)
- General back office administrative efficiencies (£13,000)
- Reviewing procurement arrangements (£50,000)
- Reviewing back office management overheads (£50,000).

FINANCIAL

LIBRARIES

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	3,244,881	3,379,568	3,434,239	Employees	3,421,550
2	652,053	633,345	661,570	Premises	635,869
3	73,758	72,100	72,527	Transport	71,439
4	631,435	220,171	263,712	Supplies and Services	239,413
5	658,507	638,090	596,545	Materials Fund	613,500
6	133,421	159,027	159,027	Third Party Payments	170,302
7	55,116	0	0	Revenue Contributions to Capital	0
8	49,694	0	0	Delegated Budget c/fwd	0
	<u>5,498,865</u>	<u>5,102,301</u>	<u>5,187,620</u>		<u>5,152,073</u>
				Less Income	
9	44,815	67,407	67,407	Library Fines	67,407
10	131,740	134,584	134,584	Schools Library Service	137,276
11	607,751	258,517	303,322	Other Income	271,176
12	55,116	0	0	Delegated Budget b/fwd	0
	<u>839,422</u>	<u>460,508</u>	<u>505,313</u>		<u>475,859</u>
	<u>4,659,443</u>	<u>4,641,793</u>	<u>4,682,307</u>	Delegated Budget	<u>4,676,214</u>
				Non-Delegated Items	
13	139,269	134,302	(63,141)	Employees - FRS17 Pensions Adjustment	(60,442)
14	722,668	729,992	729,992	Central Support Service Recharges	820,070
15	31,404	36,054	36,054	Departmental Administration	26,303
16	1,066	1,082	1,082	Grounds Maintenance	1,102
17	177,272	156,992	156,992	Repairs and Renewals	163,039
18	853,233	266,307	465,499	Asset Charges	264,852
	<u>1,924,912</u>	<u>1,324,729</u>	<u>1,326,478</u>		<u>1,214,924</u>
				Less Income	
19	0	28,482	28,482	Internal Recharges	29,052
	<u>1,924,912</u>	<u>1,296,247</u>	<u>1,297,996</u>	Non-Delegated Budget	<u>1,185,872</u>
	<u>6,584,355</u>	<u>5,938,040</u>	<u>5,980,303</u>	TOTAL BUDGET	<u>5,862,086</u>
	152.5	151.0	151.0	Total No. of Staff	151.0

Responsible Budget Holder
Library and Arts Budget Manager

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

HERITAGE (Including Fulwell Mill)

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	66,870	98,368	99,081	Employees	100,321
2	912	10,938	11,663	Premises	10,784
3	59,935	9,659	9,750	Supplies and Services	10,394
4	11,811	0	0	Delegated Budget c/fw	0
	<u>139,528</u>	<u>118,965</u>	<u>120,494</u>		<u>121,499</u>
5	12,838	7,135	7,135	Less Income	7,258
	<u>126,690</u>	<u>111,830</u>	<u>113,359</u>	Delegated Budget	<u>114,241</u>
				Non-Delegated Items	
6	2,568	3,632	(1,978)	Employees - FRS17 Pensions Adjustment	(1,908)
7	8,060	14,991	14,991	Central Support Service Recharges	15,981
8	7,498	6,376	6,376	Repairs and Renewals	6,622
9	5,468	5,468	5,468	Asset Charges	5,468
	<u>23,594</u>	<u>30,467</u>	<u>24,857</u>	Non-Delegated Budget	<u>26,163</u>
	<u>150,284</u>	<u>142,297</u>	<u>138,216</u>	TOTAL BUDGET	<u>140,404</u>
	3.0	4.0	4.0	Total No. of Staff	4.0

Responsible Budget Holder

Library and Arts Budget Manager

EVENTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	223,153	238,731	241,330	Employees	244,489
2	19,619	7,858	10,476	Premises	7,863
3	23,363	25,184	25,684	Transport	27,184
4	698,742	497,530	560,629	Supplies and Services	465,379
5	3,594	2,922	2,922	Third Party Payments	2,980
	<u>968,471</u>	<u>772,225</u>	<u>841,041</u>		<u>747,895</u>
6	480,457	360,614	428,114	Less Income	396,651
	<u>488,014</u>	<u>411,611</u>	<u>412,927</u>	Delegated Budget	<u>351,244</u>
				Non-Delegated Items	
7	9,073	8,681	(4,047)	Employees - FRS17 Pensions Adjustment	(4,146)
8	18,098	20,256	20,343	Central Support Service Recharges	19,624
	<u>27,171</u>	<u>28,937</u>	<u>16,296</u>	Non-Delegated Budget	<u>15,478</u>
	<u>515,185</u>	<u>440,548</u>	<u>429,223</u>	TOTAL BUDGET	<u>366,722</u>
	12.5	12.5	12.5	Total No. of Staff	12.5

Responsible Budget Holder

Project Development Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

TOURISM

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to develop and promote Sunderland as a visitor destination. To achieve this aim, the service:

- Develops and markets Sunderland as a visitor destination
- Positively positions Sunderland in the context of the Regional Tourism Strategy and ensures that the city plays an active role in Area Tourism Partnership activities
- Manages, develops and promotes the Tourist Information Centre in the context of the Regional Tourism Strategy
- Networks effectively with tourism businesses and organisations in Sunderland to encourage participation in tourism development and marketing initiatives and to increase awareness and take up of support available through the Area Tourism Partnership, Tourism Tyne and Wear
- Works to embed tourism into the agenda and aspirations for the city.

PERFORMANCE INDICATORS

The service has no key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging the development of an enterprising culture						
Service Improvement						
Improve the visitor experience in line with the Sunderland Tourism Strategy Management Plan, and in context of the Regional Tourism Strategy and Tyne and Wear Area Tourism Management Plan	Evaluate and review if necessary priority actions and implement the Sunderland Destination Management Plan	Planning and implementation of the Sunderland Destination Management Plan priorities for 2010/11	Ongoing implementation of the Sunderland Destination Management Plan	Sunderland positioned as an attractive visitor destination Contribute to city's economy through increased visitor numbers and spend	Q1 - Q4 Delivery of Tourism Marketing Activity including production of supporting materials Q1 Improvement work to the end of the C2C route	TDM
Corporate Risk Profile 32 Economic Regeneration	Evaluate and review implementation of the Legible City framework to develop information and way-finding solutions that will improve the user experience of the city for local residents and visitors	Delivery of the Legible City framework priorities identified for 2010/11	Ongoing delivery of the Legible City framework/ action plan	Legible City project will build on Sunderland's image strategy and the brand values to establish a strong and visible identity for the city	Q1 - Q4 On going initiative and project development through Tourism Tyne and Wear	
Risk Failure to create a prosperous city	Support the development of the Wearmouth Jarrow World Heritage Site nomination and pre nomination actions	Support with partners the further development of the Wearmouth Jarrow World Heritage Site during 2010/11	Support with partners the further development of the Wearmouth Jarrow World Heritage Site in 2011/12	Contribute to Strategic Priority - Attractive and Inclusive City and Prosperous City	Delivery of Legible City Actions	

CULTURE AND LEISURE

TOURISM

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

Future planning of Tourism and Marketing activity is evaluated using customer feedback and market research activity. Baseline tourism statistics have been collated for Sunderland in line with regional and sub-regional procedures and the economic impact of tourism can now be measured through the annual Scarborough Tourism Economic Activity Monitor (STEAM) research. There is ongoing development of the STEAM research programme and it is hoped that in future years it will be possible to benchmark Sunderland's tourism trends against other similar destinations. Figures available for Sunderland show that the city attracted almost 10 million visitors in 2007, generating expenditure of £332 million which is comparable with the number of visitors in 2006 and is marginally better in terms of expenditure (£331 million for 2006).

The Tourism Service manages the council's accountable body role for the Area Tourism Partnership. Single Programme funding totalling £850,000 for 2006/07 and 2007/08 was secured to further the work of the partnership. With contributions by the local authorities, Newcastle Gateshead Initiative and private sector income, the total Tourism Tyne and Wear budget for the first two years was over £1.3million. Approvals for 2009/10 are awaited.

£200,000 was secured in 2007/08 from Single programme for City Break Marketing. Sunderland is playing a leading role in the development and delivery of an Irish Marketing Campaign targeting visitors attracted to see Sunderland AFC. The campaign includes website development as well as advertising and public relations in the Irish media. City Break marketing is also targeted within the UK including the production of a Where to Stay guide and a shopping guide and promotion of accommodation special offers and themed activity around theatre, shopping and events at holiday shows and travel trade events.

In the Mori Annual Residents Survey net satisfaction with 'Things to do in the evening' in Sunderland increased to 65% in 2007 compared to 58% in 2006 (38% in 2004). Satisfaction with the Tourist Information Centre has increased from 73% in 2005 to 81% in 2007.

Estimated costs of Tourism are lower median quartile (upper = higher cost, lower = lower cost) for 2008/09 (upper quartile in 2007/08) when compared with both other Metropolitan Authorities (17th of 36) and our Nearest Neighbours (6th of 16). This reduction in cost has had no detrimental impact on service provision.

The 2009/10 budget has been set taking account of efficiency savings totalling £12,000 arising from general back office administrative efficiencies.

CULTURE AND LEISURE

TOURISM

FINANCIAL

TOURISM

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	163,629	183,954	185,465	Employees	168,691
2	17,020	17,594	17,594	Premises	17,634
3	985,311	94,777	127,389	Supplies and Services	121,070
	<u>1,165,960</u>	<u>296,325</u>	<u>330,448</u>		<u>307,395</u>
				Less Income	
4	912,733	65,151	65,151	Income	65,151
5	124,036	0	0	Delegated Budget c/fwd	0
	<u>1,036,769</u>	<u>65,151</u>	<u>65,151</u>		<u>65,151</u>
	<u>129,191</u>	<u>231,174</u>	<u>265,297</u>	Delegated Budget	<u>242,244</u>
				Non-Delegated Items	
6	8,516	7,886	(3,670)	Employees - FRS17 Pensions Adjustment	(3,597)
7	7,772	6,963	6,963	Central Support Service Recharges	15,901
	<u>16,288</u>	<u>14,849</u>	<u>3,293</u>	Non-Delegated Budget	<u>12,304</u>
	<u>145,479</u>	<u>246,023</u>	<u>268,590</u>	TOTAL BUDGET	<u>254,548</u>
	6.5	7.0	7.0	Total No. of Staff	6.5

Responsible Budget Holder

Assistant Head of Culture and Tourism

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

MARKETING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to market the services of the Community and Cultural Services (CCS) directorate. To achieve this aim, the service:

- Provides the CCS strategic lead in the implementation of the image strategy and corporate approach to communications
- Develops and implements marketing and communications strategies and campaigns to support delivery of the strategic objectives of the services of CCS
- Produces the what's on guide, 'Switched On', three times a year which is delivered to all households.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 7						
Objective : Improving the approach to communication						
<p>Service Improvement Develop a strategic, objective driven approach to communication</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to improve council communication</p> <p>Recommended Action Ensure image strategy and council communications effectively communicate achievements and progress to all stakeholders</p>	<p>Marketing focus on activities that will have an impact around developing audiences and positive perceptions of the city council and Sunderland</p> <p>Where appropriate link marketing activities to activities that will deliver corporate improvement priorities and national indicator targets</p> <p>Develop clear, concise and fit-for purpose communications materials in line with the city image guidance and brand values across the CCS directorate</p> <p>Monitor and evaluate communication to support achievement of strategic priorities and targets</p>	<p>Evaluate the impact of marketing activity in 2009/10 and use to inform marketing activity for 2010/11</p> <p>Investigate ways to reach new audiences</p> <p>Review (using lessons learnt in 2009/10) and develop communication methods that support achievement of strategic priorities</p>	<p>Evaluate the impact of marketing activity in 2010/11 and use to inform marketing activity for 2011/12 accordingly</p> <p>Investigate new ways to reach new audiences</p> <p>Review (using lessons learnt in 2010/11) and develop communication methods that support achievement of strategic priorities</p>	<p>Effective participation by the directorate in supporting a 'One Council' approach to corporate communication and image</p> <p>All communication materials embrace the principles of the Image Strategy and make a positive impact on the reputation of the council and Sunderland</p> <p>Marketing support that contributes to the achievement of key CCS service area performance indicators targets, corporate improvement priorities and national indicators by ensuring communication with residents, customers and staff is effective, appropriate and audience focused</p>	<p>Q1 - Q4 Continue to increase active library users</p> <p>Q3 - Q4 Communicate the new 25m pools</p> <p>Q1 - Q2 Communicate city's new play areas</p> <p>Q1 and Q4 Communicate recycling facilities and key messages</p> <p>Q1 - Q4 Communicate work funded by SIP and the impact on people locally and city-wide - including tough messages around environmental crime</p> <p>Q1 - Q4 Communicate calendar of events including Live Music programme and Sunderland International Airshow</p>	MM

CULTURE AND LEISURE

MARKETING

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
					Q1 - Q4 Increase usage of sport and leisure facilities and activities (including pools) and take up of 'Life' cards and membership packages	

DELIVERY OF EFFICIENCY TARGETS AND BETTER VFM

The service pro-actively considers opportunities for delivering efficiency savings, and supports ongoing corporate efficiency reviews to ensure that the Community and Cultural Services directorate maximises its contribution to efficiency savings.

The 2009/10 budget has been set taking account of efficiency savings totalling £24,000, arising from:

- Partnership working arrangements (£19,000)
- General back office administrative efficiencies (£5,000).

MARKETING

Ref No.	Actual 2007/08	Original Estimate 2008/09	Revised Estimate 2008/09		Estimate 2009/10
	£	£	£		£
				Delegated Items	
1	180,520	188,620	211,370	Employees	216,183
2	99,166	48,980	48,742	Supplies and Services	44,138
3	156	0	0	Delegated Budget c/fwd	0
	<u>279,842</u>	<u>237,600</u>	<u>260,112</u>		<u>260,321</u>
4	56,513	0	0	Less Income	0
	<u>223,329</u>	<u>237,600</u>	<u>260,112</u>	Delegated Budget	<u>260,321</u>
				Non-Delegated Items	
5	8,963	7,987	(4,154)	Employees - FRS17 Pensions Adjustment	(3,670)
6	38,811	39,795	39,795	Central Support Service Recharges	27,280
7	3,693	4,240	4,240	Departmental Administration	3,093
8	2,848	2,848	2,848	Asset Charges	2,848
	<u>54,315</u>	<u>54,870</u>	<u>42,729</u>		<u>29,551</u>
9	73,819	75,295	75,295	Less Income	99,244
	<u>(19,504)</u>	<u>(20,425)</u>	<u>(32,566)</u>	Non-Delegated Budget	<u>(69,693)</u>
	<u>203,825</u>	<u>217,175</u>	<u>227,546</u>	TOTAL BUDGET	<u>190,628</u>
	5.0	5.0	6.0	Total No. of Staff	6.0

Responsible Budget Holder

Assistant Head of Culture and Tourism

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

RESORTS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to effectively manage the city's resorts. To achieve this aim, the service:

- Manages the twin resorts of Roker and Seaburn
- Manages the council's water safety functions on all coastal and inland waters in Sunderland
- Provides strategic and operational support for the delivery of key major events at the seafront and the development and implementation of the Sunderland Events Strategy
- Delivers a programme of community events at Seaburn and Roker.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
OP1	Blue Flag Award for resort beaches of Roker and Seaburn	Roker/Seaburn	Roker/Seaburn	Not achieved	No - Water quality was below the required standard to achieve the award	Roker/Seaburn	Roker/Seaburn

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 5

Objective: Protect and enhance the city's natural environment and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional

<u>Service Improvement</u>						
<p>Improve delivery of services at the Seafront</p> <p>Corporate Risk Profile 2 Improvement Agenda</p> <p>Risk Failure to provide services in most efficient, economic, and sustainable way</p>	<p>Review current working practices in relation to cross directorate service delivery and propose ways of rationalising and improving services delivered at the seafront</p> <p>Evaluate and review if necessary, actions implemented</p>	<p>Planning and implementation of agreed actions for 2010/11 following review of actions from 2009/10</p>	<p>Planning and implementation of agreed actions for 2011/12 following evaluation and review of actions undertaken in 2010/11</p>	<p>Improvement in cross-service delivery at the Seafront to benefit residents and visitors</p> <p>Contribute towards Sunderland Strategic Priority - Attractive and Inclusive City</p> <p>Contribute to increase in visitor numbers and the quality of the visitor experience</p> <p>Increase in resident satisfaction (measured via the Annual Resident Survey)</p>	<p>Q1-Q2 In conjunction with Environmental Services implement an agreed schedule of cleansing services May - Sept 2009</p> <p>Q1-Q2 In conjunction with Environmental Services implement agreed schedule of grounds maintenance works</p> <p>Q1-Q4 In conjunction with Environmental Services implement agreed schedule of opening hours for toilets at Seaburn and Roker</p>	R&EDM

CULTURE AND LEISURE

RESORTS

DELIVERY OF EFFICIENCY TARGETS AND BETTER VFM

The service pro-actively considers opportunities for delivering efficiency savings, and supports ongoing corporate efficiency reviews to ensure that the Community and Cultural Services directorate maximises its contribution to efficiency savings.

The Mori Annual Resident Survey continues to record consistently high levels of satisfaction with beaches in the city. Resident satisfaction in the five years from 2003 - 2007 averaged 87.60%.

The 2009/10 budget has been set taking account of efficiency savings totalling £6,000 arising from increased partnership working.

RESORTS

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	396,267	374,421	376,664	Employees	376,101
2	18,325	23,290	25,996	Premises	22,276
3	29,018	28,315	28,315	Transport	28,315
4	88,204	86,807	86,434	Supplies and Services	88,205
	<u>531,814</u>	<u>512,833</u>	<u>517,409</u>		<u>514,897</u>
5	50,118	25,257	25,257	Less Income	25,257
	<u>481,696</u>	<u>487,576</u>	<u>492,152</u>	Delegated Budget	<u>489,640</u>
				Non-Delegated Items	
6	11,325	9,873	(4,609)	Employees - FRS17 Pensions Adjustment	(5,590)
7	97,270	91,458	91,458	Central Support Service Recharges	88,519
8	101,024	115,987	115,987	Departmental Administration	84,621
9	110,066	66,866	66,866	Repairs and Renewals	66,866
10	35,269	36,170	36,170	Grounds Maintenance	36,825
11	17,639	17,009	18,343	Asset Charges	18,343
	<u>372,593</u>	<u>337,363</u>	<u>324,215</u>	Non-Delegated Budget	<u>289,584</u>
	<u>854,289</u>	<u>824,939</u>	<u>816,367</u>	TOTAL BUDGET	<u>779,224</u>
	11.0	11.0	11.0	Total No. of Staff	11.0

Responsible Budget Holder

Assistant Head of Culture and Tourism

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

MUSEUMS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver high quality museum provision. To achieve this aim, the service:

- Ensures that high quality museum provision is accessible to all of the community, regardless of ability, ethnic origin, religion, age, sexual orientation, social and economic status or political beliefs
- Maximises access to its outstanding collections and other resources, through research, scholarship, interpretation and innovative use of new technologies
- Develops, cares for and interprets material and information relating to the people, history, industry and environment of the North East
- Helps people explore and define their identities so enhancing their self-respect and their respect for others
- Seeks to provide an excellent service to all its users.

PERFORMANCE INDICATORS

PI Ref	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
BVPI 170a	The number of visits to/usages of local authority funded or part funded museums per 1,000 population	1,465	1,502	1,650	Yes	1,474	tbc
BVPI 170b	The number of those visits to local authority funded, or part funded museums that were in person	1,189	1,220	1,297	Yes	1,336	tbc
BVPI 170c	The number of pupils visiting museums and galleries in organised school parties	17,050	15,007	18,037	Yes	14,416	tbc
NI 10	Visits to museums or galleries	n/a	n/a	n/a	New National Indicator	40%	tbc

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 5

Objective: Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust

<p>Service Improvement Promotion of community cohesion through a culturally diverse programme of exhibitions, learning and outreach work</p> <p>Corporate Risk Profile 10 Inclusive Communities</p> <p>Risk Failure to achieve Community Cohesion</p>	<p>Major exhibition of Asian contemporary art to be staged at Sunderland Museum and Winter Gardens</p> <p>Major British Museum exhibition on China at Sunderland Museum and Winter Gardens</p> <p>Range of loans boxes to be reviewed and extended</p>	<p>Programming of Open Space and World Art case to reflect community involvement and strategic planning for cultural diversity</p> <p>Range of loans boxes to be reviewed and extended</p> <p>Involve Sunderland communities in the Culture Shock project</p>	<p>Programme a consultation exercise with Sunderland's residents to help plan future activities</p> <p>Programme to include involvement in the Cultural Olympiad</p>	<p>Increased number of visits from people from BME, Refugee and Asylum Seeker Backgrounds</p> <p>Opportunities for customers from diverse backgrounds to use museum activities to explore, express and define their identities which supports the achievement of inclusive communities</p>	<p>Q1 - Q4 Secure funding to host exhibition of Asian contemporary art</p> <p>Q4 Open the China: Journey to the East in January 2010</p> <p>Host Chinese New Year celebration in February 2010</p>	SC
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CULTURE AND LEISURE

MUSEUMS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
<p>Recommended Actions Citizens' sense of belonging Valuing diversity</p>		Programme to include involvement in the Cultural Olympiad		<p>Develop increased understanding of other cultures and of diversity issues in and amongst people of all backgrounds in Sunderland</p> <p>Achieve targets for NI 10 - Visits to museums or galleries</p>	<p>Q1 - Q4 Show eight community generated exhibitions in the Open Space gallery</p> <p>Q3 Host Fair Trade Fair as part of National Black History Month 2009</p> <p>Q1 - Q4 Develop Christian faith loan box</p>	
<p>CORPORATE IMPROVEMENT PRIORITY 5 Objective: Protect and enhance the city's built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional</p>						
<p>Service Improvement Improvements to Monkwearmouth Station Museum</p> <p>Corporate Risk Profile 3 Physical Regeneration Activity</p>	Improve the sidings area of the museum through capital works, to enhance accessibility, safety, interpretation, heritage preservation and overall appearance	Review and evaluate performance and impact of the museum since its reopening following major refurbishment in August 2007 and plan further developments in response to review findings	<p>Plan appropriate activities that will ensure the museum maintains a good level of visitor and community usage</p> <p>Ensure the offer at Monkwearmouth Station Museum is enhanced by the planned redevelopment of the Sheepfolds area adjacent to the museum</p>	<p>Historic building restored</p> <p>Museum reopened and attracting 45,000 visits each year and 2,050 school visits</p> <p>Achieve targets for NI 10 - Visits to museums or galleries</p>	<p>Q4 Open and promote the improved sidings area</p> <p>Q1 - Q4 Host at least three temporary exhibitions with associated learning programme</p>	SC

CULTURE AND LEISURE

MUSEUMS

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 5						
Objective: Enable local people to engage with partners and influence the development of responsive local services						
Service Improvement Improve access for people with sensory impairment, including British Sign Language (BSL) Users Corporate Risk Profile 10 Inclusive Communities Risk Failure to achieve Community Cohesion Recommended Actions Citizens' sense of belonging	Review and extend service provision to encompass customers with sensory impairment	Review complete and service improvements implemented providing a high standard of access for people with sensory impairment Monitor success of improvements throughout 2010/11 to inform ongoing service improvement	Programme a consultation exercise with Sunderland's residents to help plan future activities and improvements to museums in the city	Increased take-up by blind and visually impaired people and BSL users at museums in the city	Q1 - Q4 Promote services to users and potential users through their networks Q4 Create sensory resources for the Winter Gardens to link with the China: Journey to the East exhibition	SC

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Museum service is provided to the council through a Service Level Agreement (SLA), staffing resources and workforce development are provided by Tyne and Wear Museums (TWM) through the agreement. The SLA is rolled forward on an annual basis. Five Sunderland Members attend the Tyne and Wear Museums Joint Committee. There is regular dialogue between key TWM officers and their counterparts in the council and the arrangements ensure opportunities for joint planning and delivery are maximised.

Positive improvement in key performance indicators (PIs) will be delivered through continuous review of service provision including exhibitions, displays, learning, outreach programmes and their marketing. Hard to Reach Groups are targeted by the service, which, develops partnerships in pursuit of improved service delivery. Use will be made of additional resources available through the Regional Museums Hub, and additional grant funding as secured. PIs are reviewed annually to ensure that future targets are based on the principle, wherever possible, of a 2% improvement in performance.

Following the reopening of Monkwearmouth Station Museum in August 2007, TWM has been monitoring the performance of the refurbished building to ensure it is run as efficiently as possible.

The reopening of Monkwearmouth Station Museum and a successful programme of exhibition and large scale events at museums in Sunderland resulted in an improved performance for key performance indicators in 2007/08:

- BVPI 170a - visits to/usages of museums (including online) improved from 1,465 per 1,000 population to 1,650.
- BVPI 170b - visits to/usages of museums in person improved to 1,297 per 1,000 population from 1,189 in 2006/07.
- BVPI 170c - school pupil visits to museums were 18,307 in 2007/08 compared to 17,050 in 2006/07.

All indicators were Upper Quartile in 2006/07 for All England local authorities.

The New National Performance Framework for Local Authorities and Local Authority Partnerships came into effect from April 2008. This includes a national indicator NI 10 - Visits to museums and galleries. Information for the indicator will be gathered via the Active People Survey with the first survey being undertaken in 2008/09.

CULTURE AND LEISURE

MUSEUMS

The service has set a target of 40% (The percentage of the adult population in a local area who say they have attended a museum or gallery at least once in the last 12 months) for 2008/09.

The Mori Annual Residents Survey reported a decline in net satisfaction with museums and galleries. This was 81% in 2007 compared to 89% in 2005; overall user satisfaction at 86% remains high.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Sunderland Museums	
1	998,120	924,335	988,846	Direct Costs	980,688
2	(54,880)	(52,200)	(55,200)	Trading Account	(54,500)
	<u>943,240</u>	<u>872,135</u>	<u>933,646</u>		<u>926,188</u>
				Monkwearmouth Station Museum	
3	183,871	188,823	215,292	Direct Costs	215,353
4	(2,860)	(2,950)	(2,190)	Trading Account	(1,110)
	<u>181,011</u>	<u>185,873</u>	<u>213,102</u>		<u>214,243</u>
				Washington F Pit Museum	
5	31,363	41,688	43,191	Direct Costs	40,732
				Central Museum Costs	
6	296,320	333,761	302,920	(Includes the Directorate, Administration and Personnel, Lead Authority Support Services, Corporate Marketing and Commercial Activities and Accommodation at Blandford House)	298,180
				Apportioned Costs	
7	322,399	313,230	308,790	Provision of specialist services e.g. Archaeology, Conservation, Natural Sciences, Transport, etc based on hourly units	317,680
8	(307,110)	(307,120)	(315,460)	DCMS Grant	(324,020)
9	167,720	165,000	165,000	Tyne and Wear Archives Service	165,000
	<u>1,634,943</u>	<u>1,604,567</u>	<u>1,651,189</u>	TOTAL BUDGET	<u>1,638,003</u>

Responsible Budget Holder
Principal Librarian

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

THEATRE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure first class performing arts and entertainment for the citizens of Sunderland in partnership with Live Nation and the Sunderland Empire Trust. To achieve this aim, the service:

- Contributes to the cultural identity of the city
- Secures a programme of world class productions in order to raise the profile of the city and contribute to the city's regeneration.

PERFORMANCE INDICATORS

The service does not have any key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 1						
Objective: Support economic growth and participation in the economy by encouraging development of an enterprising culture						
<p>Service Improvement Work with Live Nation to reinforce the potential of the Empire Theatre as a key cultural venue for Sunderland</p> <p>Corporate Risk Profile 22 Partnerships</p> <p>Risk Failure to maximise benefits and opportunities of partnership working</p>	<p>Work in partnership to develop initiatives to improve the profile of the Empire Theatre and increase the number and quality of events provided at the theatre during 2009/10</p> <p>Increase the number of customer visits to the theatre during 2009/10</p>	<p>Work in partnership to develop initiatives to improve the profile of the Empire Theatre to provide sustainability into the future</p> <p>Increase the number and quality of events at the theatre so that it continues to attract an increasing number of customers during 2010/11</p>	<p>Work in partnership to develop initiatives to improve the profile of the Empire Theatre to provide sustainability into the future</p> <p>Increase the number and quality of events at the theatre so that it continues to attract an increasing number of customers during 2011/12</p>	<p>Ensure first class arts and entertainment</p> <p>Increase in satisfaction (measured via the Annual Residents Survey)</p> <p>Increased take up of services and participation in education and outreach programmes</p> <p>Contribute to the city's economy through increased visitor numbers and spend</p>	<p>Q1 - Q4 Increased visitors to the theatre</p> <p>Increased satisfaction with service (measured via Annual Residents Survey)</p> <p>Increase participation in education and outreach activities</p>	AHCT (LHE)

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The Empire Theatre is operated via Live Nation under a contract signed in 2007. Live Nation manages all procurement issues in relation to the Empire Theatre in partnership with the council and in accordance with the requirements of the local authority and the Empire Theatre Trust. Live Nation also manages all asset management issues associated with the Theatre on behalf of and in accordance with the requirements of the council and the Empire Theatre Trust.

Live Nation is included as one the local authority's significant partnerships in the partnership register. A Risk Register has been developed to address any key risks identified and this is monitored on an ongoing basis.

The council's management and maintenance arrangements with Live Nation have enabled efficiencies in the management fee to be realised over a number of years.

CULTURE AND LEISURE

THEATRE

The MORI Annual Residents Survey 2007 indicated a significant increase in the number of residents whose household use or benefit from Theatre/cinema facilities in the city with an increase from 32% in 2005 to 41% in 2007. Satisfaction with Theatre/cinema facilities in the city improved from 85% in 2005 to 89% in 2007.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	138,019	0	0	Premises	0
2	482,489	464,000	464,000	Empire Theatre Trust	461,000
	<u>620,508</u>	<u>464,000</u>	<u>464,000</u>	Delegated Budget	<u>461,000</u>
3	138,019	0	0	Less Income	0
	<u>482,489</u>	<u>464,000</u>	<u>464,000</u>	Delegated Budget	<u>461,000</u>
				Non-Delegated Items	
4	333,036	332,973	333,036	Asset Charges	336,037
	<u>333,036</u>	<u>332,973</u>	<u>333,036</u>	Non Delegated Budget	<u>336,037</u>
	<u>815,525</u>	<u>796,973</u>	<u>797,036</u>	TOTAL BUDGET	<u>797,037</u>

Responsible Budget Holder
Library and Arts Budget Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote the development of arts within a broad social, cultural and economic context and support activity that reflects a wide range of different cultural interests and arts practice. Our vision for the arts in Sunderland is to engage, inspire and create.

To achieve this aim, the service:

- Increases opportunities for Sunderland's residents, visitors and businesses to become involved in creative activity
- Supports the development of Sunderland's creative sector in order to maximise the social and economic contributions it makes to our community
- Develops and supports creative projects which enhance the built and natural environment.

PERFORMANCE INDICATORS

PI Ref.	Description	2006/07 Actual	2007/08 Target	2007/08 Actual	Was target met? If not, why not?	2008/09 Target	2009/10 Target
NI 11	Engagement in the Arts	n/a	n/a	n/a	New National Indicator	Establish baseline	Awaiting Baseline

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			

CORPORATE IMPROVEMENT PRIORITY 5

Objective: Protect and enhance the city's natural environment and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional

<p>Service Improvement Development of public arts features that contribute to regeneration of the city</p> <p>Corporate Risk Profile 3 Physical Regeneration Activity</p>	<p>Public Arts Features: The current programme of public artworks that include the Coast 2 Coast Route, Stadium Park Gas Vents and Empire Flytower will be incorporated into the city's Public Art Audit and the new maintenance plan</p> <p>Add future artworks including those developed during 2009/10 to the public artwork audit and maintenance plan</p>	<p>Promote the programme of public artwork across the city</p> <p>Incorporate any public artworks developed during 2010/11 into the audit and maintenance plans</p>	<p>Undertake a review of public artworks and develop proposals for the future programme</p> <p>Ensure that the audit and maintenance plan is updated and remains fit for purpose</p>	<p>Proposals for art features developed and installed, promoted and maintained</p> <p>Increased awareness of the impact of public art in the city</p> <p>Contribute to Sunderland strategic priorities in the Attractive and Inclusive City and Prosperous City</p> <p>Achievement of targets for NI 11 - Engagement in the Arts</p>	<p>Q1 - Q4 Delivery of maintenance and promotion programme</p>	<p>AHCT (A&CD)</p>
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CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	2009/10 Milestones	Lead Officer
	2009/10	2010/11	2011/12			
CORPORATE IMPROVEMENT PRIORITY 9						
Objective: Strengthen community leadership role and the role of the Sunderland Partnership						
<p><u>Service Improvement</u> Strategic delivery of arts services across all providers in Sunderland</p> <p><u>Corporate Risk Profile 1</u> Sunderland Strategy</p>	<p>Arts Strategic Delivery Plan: Delivery Plan reviewed and implemented</p> <p>Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2010/11</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2011/12</p>	<p>Strategic delivery of arts services across all providers in Sunderland to provide clear direction for all arts services across the city</p> <p>Local focus to service improvement</p> <p>Achievement of targets for NI 11 - Engagement in the Arts</p>	<p>Q1 - Q4 Delivery of initiatives against the 5 key themes of the arts strategy</p>	<p>AHCT (A&CD)</p>
<p><u>Service Improvement</u> Strategic delivery of music development across all providers in Sunderland</p> <p><u>Corporate Risk Profile 1</u> Sunderland Strategy</p>	<p>Music Development Strategy Implement Delivery Plan</p> <p>Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail. Actions include:</p> <ul style="list-style-type: none"> ▪ Appointment of Music Development Consultant ▪ Audit of rehearsal, performance and production venues ▪ Development of showcasing opportunities for new and emerging musicians 	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2010/11. Actions dependent upon outcomes of 2009/10 objectives</p>	<p>Undertake annual review of Delivery Plan and develop detailed actions for ongoing delivery of priorities in 2011/12. Actions dependent upon outcomes of 2010/11 objectives</p>	<p>Strategic delivery of music development across all providers in Sunderland to provide clear direction for all music services across the city</p> <p>Greater opportunities for residents to engage in music making as a participant and member of audience in addition to support for new creative businesses</p> <p>Local focus to service improvement - increased engagement in cultural participation</p> <p>Achievement of targets for NI 11 - Engagement in the Arts</p>	<p>Q1 - Q4 Development of a music development agency for Sunderland</p>	<p>AHCT (A&CD)</p>

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

DELIVERY OF EFFICIENCY TARGETS AND BETTER VALUE FOR MONEY

The new Performance Framework for Local Government and Local Authority Partnerships came into effect from the 1st April 2008 and includes a target NI 11 in relation to Engagement in the Arts. This indicator will measure attendance at or participation in the arts at the local level. Information for the indicator will be gathered via the Active People Survey with the first questions being asked in 2008/09. Outturn data from the first survey will inform target setting for subsequent surveys.

The service area has been successful in securing external funding from various sources, including the Arts Council, in order to commission various art works and schemes. These monies have funded various exhibitions and activities, including art structures commissioned for the Shine Winter Festival, the Landmark Art Feature, Public Art Features and various activities for the International Friendship Festival. Arts Council funding also supports the work of the Northern Gallery for Contemporary Art.

The 2009/10 budget was set taking account of efficiency savings totalling £23,000, arising from

- The development of partnership arrangements (£15,000)
- General back office administrative efficiencies (£8,000).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	500,354	490,292	506,915	Employees	505,111
2	145,857	136,292	150,408	Premises	136,776
3	19,646	11,010	11,400	Transport	10,300
4	854,887	416,792	409,713	Supplies and Services	319,988
	<u>1,520,744</u>	<u>1,054,386</u>	<u>1,078,436</u>		<u>972,175</u>
				Less Income	
5	146,674	115,245	115,245	NGCA Contribution	103,512
6	94,313	75,813	75,813	Northern Arts Grant	50,000
7	429,979	155,922	162,609	Other Income	116,305
	<u>670,966</u>	<u>346,980</u>	<u>353,667</u>		<u>269,817</u>
	<u>849,778</u>	<u>707,406</u>	<u>724,769</u>	Delegated Budget	<u>702,358</u>
				Non-Delegated Items	
8	21,428	18,466	(8,783)	Employees - FRS17 Pensions Adjustment	(8,381)
9	58,068	61,736	61,736	Central Support Service Recharges	54,192
10	2,205	2,242	2,242	Grounds Maintenance	2,282
11	51,921	41,748	41,748	Repairs and Renewals	43,356
12	96,109	96,109	96,109	Asset Charges	96,109
	<u>229,731</u>	<u>220,301</u>	<u>193,052</u>	Non-Delegated Budget	<u>187,558</u>
	<u>1,079,509</u>	<u>927,707</u>	<u>917,821</u>	TOTAL BUDGET	<u>889,916</u>
	17.0	17.0	17.0	Total No. of Staff	17.0

Responsible Budget Holder
Library and Arts Budget Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2009/10 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

GRANTS TO COMMUNITY PROJECTS AND MISCELLANEOUS CONTRIBUTIONS

SERVICE ROLES AND RESPONSIBILITIES

Contributions that are made by the local authority to various regional bodies and community groups.

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
1	18,585	18,585	18,585	Washington Wildfowl Trust	18,585
2	18,888	18,888	18,888	Bowes Railway	18,888
3	38,868	39,655	39,655	Heritage Grant	40,631
4	300	1,176	1,176	Other Grants and Contributions	1,176
5	29,196	30,072	30,072	Beamish Museum Grant	30,974
6	696	0	0	Delegated Budget c/fwd	0
	<u>106,533</u>	<u>108,376</u>	<u>108,376</u>	TOTAL BUDGET	<u>110,254</u>

Responsible Budget Holder
Library and Arts Budget Manager

CULTURE AND LEISURE

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Culture and Leisure.

Page No.	Service
639	Leisure Management
640	Allotments

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the Council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the Council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
 - A contribution to the Main Service budget as a result of generating a surplus or
 - A contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

CULTURE AND LEISURE

TRADING OPERATIONS – LEISURE MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Leisure Management are included in the Sports and Leisure service (page 597).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	4,919,051	5,205,990	5,178,988	Employees	5,038,634
2	1,345,197	1,850,972	2,192,392	Premises	1,726,448
3	28,649	24,982	20,585	Transport	20,733
4	914,607	895,038	780,297	Supplies and Services	810,844
5	67,060	60,923	49,713	Third Party Payments	50,707
	<u>7,274,564</u>	<u>8,037,905</u>	<u>8,221,975</u>		<u>7,647,366</u>
6	4,297,313	5,476,661	5,190,808	Less Income	5,338,260
	<u>2,977,251</u>	<u>2,561,244</u>	<u>3,031,167</u>	Delegated Budget	<u>2,309,106</u>
				Non-Delegated Items	
7	139,541	160,474	(76,050)	Employees - FRS17 Pensions Adjustment	(68,608)
8	116,407	237,412	237,412	Central Support Service Recharges	300,852
9	134,687	152,208	152,208	Departmental Administration	165,549
	<u>390,635</u>	<u>550,094</u>	<u>313,570</u>	Non-Delegated Budget	<u>397,793</u>
	<u>3,367,886</u>	<u>3,111,338</u>	<u>3,344,737</u>	(Surplus)/Deficit of Trading Activity	<u>2,706,899</u>
	<u>(3,367,886)</u>	<u>(3,111,338)</u>	<u>(3,344,737)</u>	Contribution from Main Service	<u>(2,706,899)</u>
	138.0	142.5	142.5	Total No. of Staff	138.0

Responsible Budget Holder

Assistant Head of Community Services (Sport and Leisure)

CULTURE AND LEISURE

TRADING OPERATIONS – ALLOTMENTS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Allotments are included in the Parks, Open Spaces and Grounds Maintenance service (page 610).

FINANCIAL

Ref No.	Actual 2007/08 £	Original Estimate 2008/09 £	Revised Estimate 2008/09 £		Estimate 2009/10 £
				Delegated Items	
1	21,676	32,248	32,380	Employees	33,633
2	52,400	43,958	43,958	Premises	44,009
3	9,303	10,840	19,846	Supplies and Services	10,840
	<u>83,379</u>	<u>87,046</u>	<u>96,184</u>		<u>88,482</u>
4	71,118	54,725	63,731	Less Income	57,725
	<u>12,261</u>	<u>32,321</u>	<u>32,453</u>	Delegated Budget	<u>30,757</u>
				Non-Delegated Items	
5	1,075	0	0	Employees - FRS17 Pensions Adjustment	0
6	3,042	10,255	10,255	Central Support Service Recharges	19,226
7	107,771	61,764	61,764	Repairs and Renewals	59,496
8	9,969	9,969	9,969	Asset Charges	9,969
	<u>121,857</u>	<u>81,988</u>	<u>81,988</u>	Non-Delegated Budget	<u>88,691</u>
	<u>134,118</u>	<u>114,309</u>	<u>114,441</u>	(Surplus)/Deficit of Trading Activity	<u>119,448</u>
	<u>(134,118)</u>	<u>(114,309)</u>	<u>(114,441)</u>	Contribution from Main Service	<u>(119,448)</u>
	1.0	1.0	1.0	Total No. of Staff	1.0

Responsible Budget Holder
Head of Environmental Services

**CAPITAL PROGRAMME
2008/09 to 2012/13**

Summary of Programme

Expenditure by Portfolio	Gross Cost £'000	Expend to 31.3.08 £'000	Estimated Payments				
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Leader / Deputy Leader	15,661	4,509	2,587	5,315	2,750	500	
Resources	9,847	4,056	3,506	2,285			
Children's Services	212,848	28,279	82,305	59,692	25,618	8,477	8,477
Adult Services	9,088	433	3,094	3,616	729	609	607
Planning and Transportation	90,476	47,862	10,021	11,889	8,848	8,533	3,323
Housing and Public Health	39,630	8,975	9,487	11,436	3,334	3,199	3,199
Neighbourhood and Street Services	3,335	1	164	770	2,400		
Regeneration and Community Cohesion	14,033	7,319	3,089	3,623	2		
Culture and Leisure	28,154	6,916	8,563	11,070	1,605		
Contingencies	4,080	498	912	2,670			
TOTAL CAPITAL EXPENDITURE	427,152	108,848	123,728	112,366	45,286	21,318	15,606

Contingency Capital Programme 2009/10	Gross Cost £'000	Expend to 31.3.08 £'000	Estimated Payments				
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
EXPENDITURE							
Resources							
Business Transformation Projects	3,000	498	912	1,590			
Core ICT Systems - Cash Receipting and SAP Archiving	405			405			
Barnes Park Development	675			675			
TOTAL CAPITAL EXPENDITURE	4,080	498	912	2,670			
FINANCING							
From Internal Sources							
Revenue Contributions							
- General Fund	3,207		912	2,295			
Capital Receipts	375			375			
TOTAL FINANCING	3,582		912	2,670			

In relation to capital programme projects where there is a dependency on external funding, whilst, in the majority of instances this has been confirmed, there are a small number where approvals are outstanding and have yet to be processed. These schemes will only proceed or incur expenditure dependant upon such external funding, when such approvals have been received and will be reported as part of the Capital Programme quarterly reviews to be reported to Cabinet.

CAPITAL PROGRAMME

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
From External Sources					
Loans					
- Supported Capital Expenditure (Revenue)*	9,785	11,219	6,390	4,482	4,543
- Unsupported Capital Expenditure (Revenue)	975	240			
Government Grants					
- Disabled Facilities	1,006	1,006	958	958	958
- DCFS	1,197	1,958	174		
- DCLG	2,085	1,306			
- DCMS		85			
- DOH	1,342	1,138	306	299	297
- Sure Start	188	3,418	1,050		
- Social Services IT	238	329	113		
- Single Housing Investment Pot	2,253	2,063	1,806	1,671	1,671
- Neighbourhood Renewal	1,024				
- Coast Protection	39	91	300	3,250	
- New Deal For Communities	431	100			
- Modernisation Fund	439	399	2,252	2,924	2,924
- Standards Fund	9,056	7,274	14,514	4,076	4,076
- Building Schools for the Future	60,738	41,223	1,551		
- Transport Grant	3,044	1,579	985	3,632	1,607
- Working Neighbourhoods Fund	25	3,550	2,750	500	
- LPSA 2		1,450	750		
- Waste Infrastructure Grant		700	266		
National Lottery	50	453	229		
Big Lottery Fund	647				
Heritage Lottery Fund	64				
European Grants	461				
Grants from Other Public Bodies					
- One North East	498	6,283			
- Single Programme	1,434	466			
- Football Foundation		100			
- English Partnerships	3,854	6,319			
- Primary Care Trust	363	250			
- Nexus	644				
Other External Funding	1,397	749			
Total External Sources	103,277	93,748	34,394	21,792	16,076
From Internal Sources					
Revenue Contributions					
- General Fund	3,965	10,084	3,401	570	570
- Children's Services		100	50	50	50
- Adult Services	1,294	765	310	310	310
- Community and Cultural Services	288	64			
- Development and Regeneration	18				
- Strategic Initiatives Budget	286	127			
- Insurance Fund	133				
Capital Receipts	1,985	3,423	389		
Reserves					
- Strategic Investment Reserve	6,770	1,677			
- Strategic Investment Reserve (Temporary Use)	5,616	2,378	6,742	(1,404)	(1,400)
- Port Insurance Reserve	82				
- CCS Capital Reserves	14				
Total Internal Sources	20,451	18,618	10,892	(474)	(470)
TOTAL CAPITAL FINANCING	123,728	112,366	45,286	21,318	15,606
* Cumulative revenue cost of loans funded by Supported Capital Expenditure (Revenue)	218	850	1,407	1,706	1,918

LEADER / DEPUTY LEADER CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Leader / Deputy Leader capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 2 - Health City
- Corporate Improvement Priority 3 - Safe City
- Corporate Improvement Priority 4 - Learning City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient and Effective Council
- Corporate Improvement Priority 9 - Improving Partnership.

It aims to do this through:

- Economic Development by promoting a diverse and prosperous economy that provides secure and rewarding job opportunities for all residents by developing an entrepreneurial culture, a highly skilled workforce, and a 21st century physical and support infrastructure (CIP 1)
- Creating an environment where people feel safe by tackling fear of crime and anti-social behaviour through all Customer Service Centres having free access to the anti-social behaviour helpline (CIP 3 and CIP 5)
- Reducing hate crime and domestic violence through all Customer Service Centres having free access to the hate crime reporting helpline (CIP 5)
- Raising opportunities so that adults (19+) can improve literacy, numeracy, ICT skills and access training, employment and higher education with all Customer Service Centres offering delivery of the Children's Information Service (CIP 6)
- Achieving a step change in the quality, pace and style of physical regeneration through a strategic property review and the Customer Service Centre Network (CIP 5)
- Promoting inclusion by challenging existing structures, policies and practice by encouraging the engagement of all communities through the Customer Service Centre Network (CIP 5 and CIP 6).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Rainton Bridge Strategic Site development - The E-Business Centre has been fully operational since 2007 and is now occupied by a number of diverse businesses
- Ryhope Customer Service Centre has created a Customer Service Centre reception with confidential and semi-confidential interview space, a new Library and touchdown zone combined in the same building as a new commercial pharmacy and a refurbished and reconfigured Health Centre
- Washington Customer Service Centre has incorporated a new customer service reception point, with confidential and semi-confidential interview space, with an integrated reception area for the council and Sunderland TPCT.

KEY MEDIUM TERM PRIORITIES

- Developing measures to increase the level of business activity and stimulate sustainable economic interest and investment in the city (CIP 1)
- Providing support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth (CIP 1)
- Providing proactive and reactive support and assistance to secure direct investment and re-investments within the city to create and safeguard local jobs (CIP 1)
- Promoting physical and infrastructure improvements for business growth (CIP 1)
- Implementation of the Customer Service and Access Strategy action plan key principles (CIP6).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Effective procurement and contract monitoring
- Maximising external funding
- Work with internal and external partners to improve services for local businesses
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements
- The delivery of integrated customer services supports value for money by increasing first point of contact resolution, leading to less signposting and increased efficiency

**LEADER / DEPUTY LEADER
CAPITAL PROGRAMME**

- Multi-skilling staff and integrating multiple reception points into one will also ensure improved and more efficient services delivery.

CAPITAL INVESTMENTS FOR THE YEAR

Ongoing Commitments

- Provision for Economic Development will enable the council to respond quickly and positively to economic issues and opportunities that support job creation activities in the city (CIP 1)
- Development of a Community Library and Customer Service Centre within the new Beckwith Mews Extra Care Scheme at Silksworth will provide full library facilities. Services will include children's, young people and teenage provision together with adult, reference and heritage areas. It will also incorporate a general seating and reading area and an electronic village hall. The internal specification of the development will also be enhanced to deliver customer service provision (CIP4, CIP5 and CIP6)
- Development of a Customer Service Centre at Doxford Park will provide a customer service presence incorporating ICT connectivity combined with employee training (CIP6).

New Starts

- Provision for Economic Development will enable the council to respond quickly and positively to economic issues and opportunities that support job creation activities in the city (CIP 1)
- The Washington Managed Workspace scheme will develop high-quality managed workspace in the Washington area to encourage the start-up of new small and medium enterprises and support their early growth by providing a purpose-built business centre (CIP1).
- Business, academia and the public sector have combined forces to create and deliver a vision for Sunderland as a leading 21st century software city. The aim is to provide world-class telecommunications infrastructure and business premises (CIP 1).
- A development provision will enable rapid response to issues and opportunities in the city centre including physical infrastructure improvements (CIP 1, CIP 5 and CIP 9).

**LEADER / DEPUTY LEADER
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	7,061	4,509	2,403	149				201
Projects Commencing 2008/09	800		184	616				
Projects Commencing 2009/10	7,800			4,550	2,750	500		300
Projects Commencing 2010/11								
Projects Commencing 2011/12								
Projects Commencing 2012/13								
TOTAL CAPITAL EXPENDITURE	15,661	4,509	2,587	5,315	2,750	500		501

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Government Grants					
- Working Neighbourhood Fund		3,550	2,750	500	
- LPSA 2		1,000			
Grants from Other Public Bodies					
- Primary Care Trust	58				
Total External Sources	58	4,550	2,750	500	
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	396	616			
Reserves					
- Strategic Investment Reserve	2,127	149			
Capital Receipts	6				
Total Internal Sources	2,529	765			
TOTAL FINANCING	2,587	5,315	2,750	500	

**LEADER / DEPUTY LEADER
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Continuing Projects									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/029	Provision for Economic Development 2005/06	J Snaith	1,135	1,073	62					
MAN/115	Provision for Economic Development 2006/07	J Snaith	800	780	20					
MAN/115	Provision for Economic Development 2007/08	J Snaith	758	622	136					
	STRATEGIC CHANGE MANAGEMENT-PEOPLE FIRST									
CC95105	Doxford - Customer Service Centre	M Poulter	180		180					40
CC95101	Ryhope - Customer Service Centre	M Poulter	2,286	1,901	385					60
CC95501	Washington - Customer Service Centre	M Poulter	1,742	122	1,620					66
MAN/112	Non -Assisted Service Points at Extended schools	M Poulter	30	10		20				
MAN/114	New Mobile Unit	M Poulter	130	1		129				35
TOTAL CONTINUING PROJECTS			7,061	4,509	2,403	149				201
	Projects Commencing 2008/09									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/120	Provision for Economic Development 2008/09	J Snaith	800		184	616				
TOTAL PROJECTS COMMENCING 2008/09			800		184	616				
	Projects Commencing 2009/10									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/121	Washington Managed Workspace	J Snaith	4,000			2,000	2,000			300
MAN/122	Software City	J Snaith	2,000			750	750	500		
MAN/123	Provision for Economic Development 2009/10	J Snaith	800			800				
	CITY CENTRE DEVELOPMENTS									
MAN/124	City Centre Improvements	K Lowes	1,000			1,000				
TOTAL PROJECTS COMMENCING 2009/10			7,800			4,550	2,750	500		300
TOTAL CAPITAL PROGRAMME			15,661	4,509	2,587	5,315	2,750	500		501

RESOURCES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Resources capital programme will contribute towards meeting Sunderland's strategic priorities of:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 5 - Attractive and Inclusive City

It aims to do this through:

- Promoting a diverse and prosperous economy providing secure and rewarding job opportunities for all which local people are able to access (CIP 1)
- Helping new and existing local businesses create new jobs, be competitive and invest in the future (CIP 1)
- Ensuring Sunderland is at the forefront of securing the benefits offered by advances in Information Technology (CIP 1)
- Supporting economic development by providing a range of sites, premises, transport and electronic networks (CIP1)
- Developing an attractive and inclusive city (CIP 5).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Rebuild of Ryhope Cricket Clubhouse following fire damage
- Completion of the office rationalisation programme
- Completion of the programme of modifications to council buildings including a lift refurbishment programme to ensure compliance with the Disability Discrimination Act
- Improvements to Voice and Data Network - the implementation is scheduled to be complete by 31st March 2009 and is generating significant improvements to the network as well as significant revenue savings
- E-Commerce Strategy - EBP module of SAP - this investment has improved financial management information relating to spend with external suppliers to highlight efficiencies through contractual opportunities and e-enable the procurement process within the council.

KEY MEDIUM TERM PRIORITIES

- Increase the number of new business start-ups and small business operating locally and improve their survival rates (CIP 1)
- Ensure the provision of additional development sites and suitable premises to fill gaps in the city's property portfolio (CIP 1)
- Continue to support plans for the regeneration of the city centre and river corridor (CIP 1).
-

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- The investment in the voice and data network is already producing significant revenue savings in terms of reduced line rentals
- The investment in Business Warehousing will produce a seamless electronic purchasing process
- The provision of a new HR and Payroll system will ensure a quicker and potentially more accurate recording of information
- The introduction of home working will increase staff productivity and performance.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- A computer system is required to effectively deal with complaints and requests for information under the Freedom of Information Act (CIP 1)
- SAP Reporting - Business Warehousing - this new IT system will introduce more controlled procurement and further increase electronic processes into the purchasing system (CIP 1)
- Flexible Working Solutions - capital investment will be used to deliver the infrastructure for the development and support of applications to mobile devices (CIP 1)
- The Digital Challenge programme is setting the vision for a digitally enabled Sunderland by delivering services where, when and how they are needed and wanted. The projects and initiatives are developed and delivered through partnerships of public, private and community sector organisations (CIP1).

RESOURCES CAPITAL PROGRAMME

New Starts

- Relocation of the Occupational Health Unit is necessary as the current premises are not DDA compliant and lack the space and flexibility required by the Unit to improve the service to the organisation to increase the improvement in attendance at work/health of employees
- Replacement of the F12 server infrastructure to support SAP within the council will mitigate increasing maintenance costs
- Upgrade of the ICT helpdesk will allow staff to raise requests online, track progress of requests and reduce the number of avoidable contacts into ICT. In addition, remote access tools will reduce travel costs for second line analysts needing to visit locations
- The number of circuit breakers currently installed in the Power Distribution Unit (PDU) limits distribution of power within the Moorside data centre. Installation of an additional PDU is needed to increase the number of distribution points available to cope with a projected increased power required for ongoing projects
- Phase 2 of the Revenue and Benefits system upgrade involves public access via the web allowing customers to access account information without contacting the council, a homeworking pilot, and IEG4 Intelligent e-forms enabling efficiencies through customers being able to complete benefit applications on line
- The current flexible working system needs replacing, as it is unreliable and prone to failures resulting in more frequent maintenance and repairs.

**RESOURCES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	5,087	3,947	1,085	55				10
Projects Commencing 2008/09	3,936	109	2,421	1,406				(8)
Projects Commencing 2009/10	824			824				(190)
Projects Commencing 2010/11								
Projects Commencing 2011/12								
Projects Commencing 2012/13								
TOTAL CAPITAL EXPENDITURE	9,847	4,056	3,506	2,285				(188)

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Loans					
- Unsupported Capital Expenditure (Revenue)	234	240			
Government Grants					
- LPSA 2		400			
- CLG	2,085	1,306			
Total External Sources	2,319	1,946			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	340	239			
- Development and Regeneration	7				
- Insurance Fund	133				
Capital Receipts	707	100			
Total Internal Sources	1,187	339			
TOTAL FINANCING	3,506	2,285			

**RESOURCES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Continuing Projects									
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
EDT/091/139	Disabled Access to Council Buildings	C Clark	900	635	265					
R/001	Office Accommodation Review Ph1	C Clark	276	211	65					10
R/002	Office Accommodation Review Ph2	C Clark	735	724	11					
R/004	Ryhope Cricket Club	C Clark	323	183	140					
	ICT									
MAN/022	Improvements to Voice and Data Network	S Leggetter	1,840	1,606	234					
MAN/026	Complaints and Freedom of Information Act	R Rayner	110		55	55				
MAN/121	E Commerce Strategy-EBP Module of SAP	F Brown	569	560	9					
MAN/122	SAP Reporting-Business Warehousing	F Brown	304		304					
MAN/115	E Democracy	R Rayner	30	28	2					
TOTAL CONTINUING PROJECTS			5,087	3,947	1,085	55				10
	Projects Commencing 2008/09									
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
R/006	Relocation of Allotments Dyer Square Southwick	C Clark	150		150					
R/007	Lease acquisition - Fawcett Street	C Clark	86		86					
	ICT									
MAN/118	ICT Disaster Recovery	S Leggetter	100		100					80
MAN/119	Flexible Working Solutions	S Leggetter	100			100				(88)
MAN/120	Digital Challenge	S Leggetter	3,500	109	2,085	1,306				
TOTAL PROJECTS COMMENCING 2008/09			3,936	109	2,421	1,406				(8)
	Projects Commencing 2009/10									
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
R/008	Occupational Health Unit Relocation	C Clark	90			90				5
	ICT									
MAN/123	SAP Infrastructure	S Leggetter	100			100				(139)
MAN/124	ICT Helpdesk	S Leggetter	60			60				(56)
MAN/125	Power Supply to Data Centre	S Leggetter	80			80				
MAN/126	Revenue and Benefits system Phase 2	F Brown	444			444				
MAN/127	Flexible Working System	S Stanhope	50			50				
TOTAL PROJECTS COMMENCING 2009/10			824			824				(190)
TOTAL CAPITAL PROGRAMME			9,847	4,056	3,506	2,285				(188)

CHILDREN'S SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Children's Services Capital Programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities as identified in:

Sunderland's Corporate Improvement Plan Priorities:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 3 - Safe City
- Corporate Improvement Priority 4 - Learning City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient And Effective Council
- Corporate Improvement Priority 9 - Improving Partnership.

The Children and Young People's Plan priorities:

- Achieving their education (CYPP priority 7)
- Enjoy sport, leisure and play (CYPP priority 8).

The national outcome and indicators of which the most relevant to capital investment are:

- Achievement of at least 78 points across the Early Years Foundation Stage (EYFS) with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy (NI 72)
- Percentage of schools providing access to extended services (NI 88)
- Take up of 14-19 learning diplomas (NI 90)
- Narrowing the gap between the lowest achieving 20% in the EYFS Profile and the rest (NI 92)
- Delivery of Sure Start Children's Centres (NI 109).

It aims to do this through:

- The Children's Services AMP, which contains updated information about the condition, suitability and sufficiency of all school buildings. The school building condition drives the amount of Modernisation Grant allocated by the Department for Children, Schools and Families (DCSF) (CIP 4)
- Development of the Primary School Strategy for Change affecting a locally agreed action plan for the re-building and / or major refurbishment of up to 50% of its primary schools to begin from 2009/10 (CIP 4)
- The School Place Planning Review which will identify future priorities for capital investment, taking into account the current pupil roll and birth rate trends (CIP 4)
- Schools being allocated devolved capital from Standards Fund. The LA provides support to schools in assisting them in planning this expenditure to achieve school and LA development priorities (CIP 4)
- Building Schools for the Future (BSF) providing a strategic and transformational approach to capital investment in secondary schools (CIP 4 and 5)
- As part of BSF, the building programme to create three Academies with Lead Sponsors (Gentoo, Northumbrian Water and the Leighton Group) secures collaboration, innovation and diversity e.g. the 'Sunderland Model' (CIP 4 and 9)
- EYFS capital investment plan will be developed to improve the quality of learning environments in early years settings, improve access for disabled children in early years settings and support the flexible provision of the 3 + 4 year olds entitlement to nursery education (NI 72, NI 92, CYPP priority 7, CIP 4)
- Extended Schools capital investment plan (2008-2011) which will be developed to support the provision of Extended Schools core offer (NI 88, CYPP priority 8)
- Partnership working which is key to making right investment choices and to supporting the wider regeneration agenda in Sunderland (CIP 5 and 9)
- Providing young people leaving care with a residential resource, a direct access hostel and further developing supported lodgings (CIP 2 and 3).

CHILDREN'S SERVICES CAPITAL PROGRAMME

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Phase I of the replacement primary school at Hetton Lyons was completed on schedule for a September opening and delivered within budget. The school is the first in the city to be assessed for environmental performance against Building Research Establishments Environmental/Assessment Method (BREEAM) and has incorporated a biomass boiler, rainwater recycling system and wind turbine. Also incorporated within the development was a Children's Centre providing day care for 0-5 year olds (CIP 4, NI 109)
- The replacement of Southwick Primary School will be complete by January 2009 and will comprise a 315 place school, school/community sport and leisure provision and an extensive customer service point provision. The new school will also be linked to the designated Children's Centre housed within the existing Sure Start building. The school is expected to be operational for the week beginning February 23rd 2009 (CIP 4)
- 17 schools have benefited from the Children's Services Access Initiative Budget which has been used to improve facilities for disabled pupils accessing mainstream school provision (CIP 4)
- Diploma Gateway funding has provided refurbishment and equipment at the two 14-16 centres based at Harraton and Pallion. These centres of excellence aim to engage young pupils in experimental learning that will encourage progression to further education and training by raising levels of attainment, raising aspirations, providing enterprising teaching and learning, and by establishing good practice (CIP 4, NI 90).

KEY MEDIUM TERM PRIORITIES

- To address the most urgent condition priorities, health and safety work and major capitalised repair as identified from Children's Services AMP data (CIP 4)
- 'Building Schools for the Future' (government strategy is to rebuild or renew all secondary schools within the next 15 years). Sunderland LA is in Wave 1 of BSF and the Phase 1 programme will provide new or significantly refurbished schools in Sunderland North, West and Washington. The total cost of the programme (including Wave 2, commencing 2012 at the earliest) is estimated to be in excess of £240 million. The BSF and Academies programme will provide the platform for transforming secondary education and for creating state of the art ICT and vocational facilities (CIP 4, 5 and 6)
- Plan the Strategy for Change for Sunderland's Wave 2 of BSF, in the context of Government criteria and local School Place Planning for the Future considerations. The Expression of Interest for the next wave of BSF was submitted in November 2008 (CIP 5 and 6)
- To commence in 2009/10, the replacement of St Joseph's Primary School which is the initial priority replacement identified by the Primary Strategy for Change consultations. Subject to funding being formally approved it is also envisaged that Maplewood special school will be replaced in 2010/11 (CIP 4 and 5)
- To continue to address the reduction of surplus places in primary schools informed through the city-wide School Place Planning Review (CIP 4 and 5)
- To continue to develop a range of 'resourced school' provision (for pupils with disabilities) in mainstream settings across the city in line with Children's Services Accessibility Strategy, making more schools more accessible for pupils with disabilities (CIP 4)
- Extend supported accommodation for vulnerable young people (CIP 3)
- To maintain children's homes to a standard required to meet at least the minimum standards against which Sunderland are inspected by OFSTED twice per annum, and also to fulfil the requirements of the council as Corporate Parents (CIP 3).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- As a result of all major capital schemes including BSF, investment in excess of £100 million is being levered in to the council for new schools and extended facilities for children and their families in Sunderland. The costs of capital schemes will fall within parameters recommended by the DCSF
- All new or refurbished schools under BSF/Academies will be reduced in size, thereby reducing surplus places and the management of building overheads. The new schools will be more efficiently designed and constructed, all achieving 'Very Good' Building Research Establishments Environmental Assessment Method (BREEAM) ratings. The new schools will be subject to a lifecycle maintenance policy, which will ensure that the investment in assets is protected into the future
- Surplus places within schools, identified by the School Place Planning review, will be addressed by a number of methods aimed at meeting government targets. This can either be major works such as amalgamation of schools or by internal refurbishment to surplus areas providing alternative uses such as community or extended facilities
- Funding allocated to AMP priorities for condition works has enabled the costs per pupil of the maintenance backlog to fall from £560 per pupil in 2001 to £44.28 during 2007/08 (£43.76 during 2006/07). These works remain a high priority in Children's Services capital programme and it is anticipated that the per pupil cost will remain at a consistently low level in 2009

CHILDREN'S SERVICES CAPITAL PROGRAMME

- Replacements of primary schools are either an amalgamation of two schools, or designed and built to accommodate fewer pupils. Revenue savings to the Dedicated Schools Grant are expected to be generated from this programme
- The new Hetton Lyons Primary School has been assessed under BREEAM, receiving a 'Very Good' rating. Although not yet complete, Southwick Primary has also been given an indicative rating of 'Very Good'
- The directorate is participating in a corporate wide review of accommodation with a view to rationalising property. This links with a move towards locality and integrated working as well as adopting a more flexible and mobile working model. It is expected that replacement accommodation would generate efficiencies through these new approaches and the reduction in accommodation requirements
- Salix funding has been utilised to undertake 'voltage optimisation' works at six schools. A condition of the Salix funding is that schools are to repay an element of funding over an agreed number of years from revenue savings made in energy efficiency. The repayments will be channelled back into the Salix fund that will then allow additional works to be programmed in schools. The estimated annual revenue savings from the six confirmed schemes are projected to be £0.055m per annum.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Academy 360 (the Academy that will replace Pennywell and Quarry View Schools), Castle View Enterprise Academy, Red House Academy and Washington School are all in construction and will be completed for opening in September 2009 (CIP 4 and 9)
- Biddick School Sports College is in construction and will complete by April 2010 (CIP 4)
- Enabling works on the St Robert of Newminster refurbishment project are underway with the main contract anticipated to start in March 2009. This is due for completion by September 2010 (CIP 4 and 5)
- Thornhill School Dining Facility will commence works on site in January 2009 with anticipated completion end July 2009 in readiness for the commencement of the new academic year. The new Thornhill School kitchen and dining room will be constructed on the existing school site. The new building will have state of the art cooking facilities. Food courts will be introduced into the new facility offering choice of meals and snacks that comply with the Government's guidelines on nutritional standards. Attached to the kitchen will be a large dining facility capable of seating 240, at any one time thereby reducing the amount of time pupils queue for their meal during lunchtime. The new facility will be fully inclusive and fully compliant in all aspects of DDA (CIP 2 and 4)
- Additional grant funding has allowed an extension of the diploma delivery programme in Sunderland. The use of this funding was agreed by the 14-19 Steering Group and is to be primarily used to further develop Pallion and Harraton skill centres. This includes an engineering extension, a conference centre and a manufacturing facility at Pallion; and at Harraton, additional two classrooms for electronics engineering and a shared IT facility, building extensions to re-site construction and IT facilities, and develop a restaurant / internet café / social area for hospitality and catering (CIP 4)
- Phase II of Hetton Lyons Primary replacement comprises the demolition of the former school building with associated landscaping works. These works are expected to be complete by April 2009 (CIP 4).

New Starts

- Following approval of the Primary Strategy for Change in November 2008 the process of developing a brief and subsequent design for the replacement of St Josephs Primary School can now begin. Allowing time to undertake statutory processes, as well as consultation with the Diocese and other stakeholders, it is anticipated that construction will begin towards the end of 2009/2010 (CIP 4 and 9)
- A priority of Children's Services continues to be the reduction of surplus places across all schools. The completion of the Children's Services Pupil Place Planning review has identified falling rolls across the city that will now need to be addressed (CIP 4)
- New Access Initiative programme aiming to improve the physical environment of schools for pupils with disabilities (CIP 4)
- Provision of external play, equipment and some refurbishment to early years settings to improve EYFS learning environments (NI 72, NI 92, CYPP priority 7, CIP 4)
- Refurbishment of schools to meet the extended schools core offer (NI 88, CYPP priority 8)

**CHILDREN'S SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	102,789	28,268	63,084	11,437				(24)
Projects Commencing 2008/09	54,644	11	19,221	29,988	5,424			
Projects Commencing 2009/10	25,013			18,267	6,746			
Projects Commencing 2010/11	17,524				13,448	4,076		
Projects Commencing 2011/12	8,477					4,401	4,076	
Projects Commencing 2012/13	4,401						4,401	
TOTAL CAPITAL EXPENDITURE	212,848	28,279	82,305	59,692	25,618	8,477	8,477	(24)

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	5,161	6,678	1,661	1,427	1,427
Government Grants					
- Standards Fund	9,056	7,274	14,514	4,076	4,076
- Modernisation Fund	439		2,252	2,924	2,924
- Building Schools for the Future	60,738	41,223	1,551		
- Sure Start	188	3,418	1,050		
- DCFS Grant	601	399	174		
Private Sector Contributions	100	150			
Total External Sources	76,283	59,142	21,202	8,427	8,427
FROM INTERNAL SOURCES					
Revenue Contributions					
- Children's Services - Children's Social Care		100	50	50	50
Reserves					
- Strategic Investment Reserve	685				
- Strategic Investment Reserve (Temporary Use)	5,337	450	4,366		
Total Internal Sources	6,022	550	4,416	50	50
TOTAL FINANCING	82,305	59,692	25,618	8,477	8,477

**CHILDREN'S SERVICES
CAPITAL PROGRAMME**

Project Ref. No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	MAIN BLOCK									
	Continuing Projects									
ED95182	Retention Payments on completed schemes	V Thompson	69		69					
ED99801	Southwick/Carley Hill - replacement	J Walvin	7,581	1,841	5,740					(10)
ED96087	Electricity at Work	R Smith	468	338	130					
ED96081	Building Schools for the Future - Project Resource costs	B Scanlon	3,837	2,538	935	364				
ED95249	Oxclose - Building Schools for the Future	B Scanlon	11,064	10,909	155					
	Hill View Juniors - ramps/changing facilities	J Walvin	34	2	32					
	Devolved Formula Allocation 06/07	Head Teachers	4,758	4,758						
	School Travel Plans	Head Teachers	89	58	31					
ED95272	Plains Farm - window replacement	J Walvin	42	15	27					
ED95258	Hudson Road Primary - 2 star PD status	J Walvin	10		10					
ED95224	Hetton Lyons Primary - replacement school	J Walvin	5,263	2,762	2,501					(14)
ED95292	Millhill - children's centre	J Oliver	11		11					
	Children's Centre Database	J Oliver	150	1		149				
ED98029	Portland - specialist college status	J Chart (Head)	100		100					
ED96109	Computers for Schools	R Carlyon	872	575	297					
ED99251	Castletown primary - extended school	E Dobson	30		30					
	Devolved Formula Allocation	Head Teachers	3,364	51	3,313					
ED96076	Thornhill Dining Centre	J Thompson	1,332		800	532				
ED96136	Hetton Dining Centre	J Thompson	130		130					
ED96137	Southmoor Dining Centre	J Thompson	34		34					
ED90022	Pennywell Nursery - hygiene facilities	J Walvin	30		30					
ED90023	Oxclose Nursery - ceiling track hoist	J Walvin	3		3					
ED95308	George Washington primary - extension	J Walvin	100		100					
ED96079	Specialist equipment for children with PD/sensory difficulties	J Walvin	25	2	23					
ED96144	Harraton Centre - Diploma Gateway	J Thompson	661	64	597					
ED96145	Pallion Centre - Diploma Gateway	J Thompson	700	174	526					
ED96146	Oxclose School - Diploma Gateway	J Thompson	68		68					
ED96098	City Learning Centres - 07/08	R Carlyon	300	207	93					
ED96130	Washington BSF	B Scanlon	18,942	832	15,400	2,710				
ED96128	Castle View Academy BSF	B Scanlon	15,724	797	11,807	3,120				

**CHILDREN'S SERVICES
CAPITAL PROGRAMME**

Project Ref. No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
ED96127	Pennywell Academy BSF	B Scanlon	22,893	1,254	17,654	3,985				
ED96133	Usworth school Demolitions	B Scanlon	972	25	370	577				
ED96143	Academy Co-sponsor contributions	B Scanlon	3,000	1,000	2,000					
ED95275	Asbestos Testing	J Walvin	64	34	30					
ED95289	School Closures-misc costs	J Walvin	61	31	30					
ED96141	Southmoor School - heating alts	J Walvin	8		8					
TOTAL CONTINUING PROJECTS			102,789	28,268	63,084	11,437				(24)
	Projects Commencing 2008/09									
	Devolved Formula Allocation	V Thompson	3,944			3,944				
ED96166	New Pupil Places	V Thompson	444		94	350				
ED95183	Schools Access Initiative	V Thompson	362		92	270				
ED95293	Seaburn Dene - disabled toilet	V Thompson	16		16					
ED95310	Richard Avenue - toilet facilities	V Thompson	15		15					
ED95316	Broadway Jnr - access ramp	V Thompson	8		8					
ED95297	Burnside Primary - Access	V Thompson	40		40					
ED95298	Dubmire Primary - Access	V Thompson	15		15					
ED95299	Hill View Infant - Access	V Thompson	15		15					
ED95306	Oxclose - ramp repairs	V Thompson	7		7					
ED95318	East Herrington - hygiene rooms	V Thompson	60		60					
	Thorney Close - hearing impairment	V Thompson	5		5					
	Holley Park - hearing impairment	V Thompson	5		5					
	Oxclose - hearing impairment	V Thompson	5		5					
	Hetton Primary - heating	V Thompson	5		5					
ED95280	Lighting upgrades	V Thompson	50		50					
ED95230	Barmston - voltage	J Walvin	3		3					
ED96148	Thornhill - voltage and lighting	J Walvin	48		48					
ED96149	Houghton Kepier - voltage	J Walvin	29		29					
ED96150	Monkwearmouth - voltage	J Walvin	27		27					
ED96154	St Aiden's - voltage optimisation	J Walvin	30		30					
ED98031	Sunningdale - voltage	J Walvin	13		13					
ED96098	City Learning Centre's 08/09	R Carlyon	300		150	150				
ED96109	ICT Harnessing Technology	P Campbell	854		854					
ED96109	Other ICT	P Campbell	425		425					
ED99216	Extended Schools	E Dobson	467		50	417				
ED96112	Youth Capital Fund	K Butchert	174		174					
	Youth Capital Fund Plus	K Butchert	451		226	225				
ED99261	Early Years Foundation Stage	J Oliver	953		89	864				
ED95189	Children's Centre Phase III	J Oliver	457			457				

**CHILDREN'S SERVICES
CAPITAL PROGRAMME**

Project Ref. No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
ED95317	Children's Centre Maintenance	J Oliver	53		53					
ED96124	ICT:Mobile Technology for Social Workers	T Skipper	41		41					
	Unallocated D&B approved funding	B Scanlon	506				506			
ED96129	Hylton Red House - BSF	B Scanlon	12,426	11	8,585	3,830				
ED96131	Biddick School - BSF	B Scanlon	15,863		4,939	9,637	1,287			
ED96132	St Roberts - BSF	B Scanlon	13,145		800	8,714	3,631			
	ICT Infrastructure	B Scanlon	1,617		1,323	294				
ED95319	Barnes Jnr/Inf Dining	V Thompson	15		15					
	Harraton Centre - 14-19 Phase III	J Thompson	489		364	125				
	Pallion Centre - 14-19 Phase III	J Thompson	439		314	125				
	Diploma Gateway Delivery	J Thompson	72		72					
	Aiming High	S Fletcher	491		5	486				
	Academy 360 - Environmental Improvements	B Scanlon	160		160					
	Children's Social Care Minor Works	M McCracken	100			100				
TOTAL PROJECTS COMMENCING 2008/09			54,644	11	19,221	29,988	5,424			
	Projects Commencing 2009/10									
	Devolved Formula Allocation	V Thompson	3,954				3,954			
	New Pupil Places	V Thompson	865			865				
	Schools Access Initiative	V Thompson	513			513				
	NDS Modernisation	V Thompson	2,380			2,380				
	ICT Harnessing Technology	P Campbell	953			953				
	Extended Schools	E Dobson	495			495				
	Primary Capital Programme	V Thompson	4,092			1,300	2,792			
	Youth Capital Fund	K Butchert	174			174				
	Early Years Foundation Stage	J Oliver	953			953				
	Children's Centres	J Oliver	92			92				
	BSF - ICT Contract	B Scanlon	10,442			10,442				
	Children's Social Care Minor Works	M McCracken	100			100				
TOTAL PROJECTS COMMENCING 2009/10			25,013			18,267	6,746			
	Projects Commencing 2010/11									
	Devolved Formula Allocation	V Thompson	4,076					4,076		
	New Pupil Places	V Thompson	865				865			
	Schools Access Initiative	V Thompson	513				513			
	NDS Modernisation	V Thompson	2,486				2,486			
	ICT Harnessing Technology	P Campbell	1,042				1,042			

**CHILDREN'S SERVICES
CAPITAL PROGRAMME**

Project Ref. No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Extended Schools Primary Capital Programme	E Dobson V Thompson	256 6,470				256 6,470			
	Youth Capital Fund	K Butchert	174				174			
	Early Years Foundation Stage	J Oliver	953				953			
	Children's Centre	J Oliver	97				97			
	BSF LA ICT Refresh Fund	B Scanlon	493				493			
	Children's Social Care Minor Works	M McCracken	99				99			
TOTAL PROJECTS COMMENCING 2010/11			17,524				13,448	4,076		
	Projects Commencing 2011/12									
	Devolved Formula Allocation	V Thompson	4,076						4,076	
	New Pupil Places	V Thompson	865				865			
	Schools Access Initiative	V Thompson	513				513			
	NDS Modernisation	V Thompson	2,924				2,924			
	Children's Social Care Minor Works	M McCracken	99				99			
TOTAL PROJECTS COMMENCING 2011/12			8,477				4,401	4,076		
	Projects Commencing 2012/13									
	New Pupil Places	V Thompson	865						865	
	Schools Access Initiative	V Thompson	513						513	
	NDS Modernisation	V Thompson	2,924						2,924	
	Children's Social Care Minor Works	M McCracken	99						99	
TOTAL PROJECTS COMMENCING 2012/13			4,401						4,401	
TOTAL CAPITAL PROGRAMME			212,848	28,279	82,305	59,692	25,618	8,477	8,477	(24)

ADULT SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Adult Services capital programme will contribute towards meeting Sunderland's corporate improvement priorities of:

- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient And Effective Council
- Corporate Improvement Priority 9 - Improving Partnership.

It aims to do this through:

Development of suitable accommodation for vulnerable clients that includes:

- More Core and Cluster facilities for people with disabilities (CIP 2, CIP 5 and CIP 6)
- Developing the Supporting People Programme, which promotes housing related services, complimenting existing care services (CIP 5, CIP 6, CIP 8 and CIP 9)
- Developing in partnership with the Council's Housing Service, Registered Social Landlords and private sector housing providers a range of tenancies for people with disabilities (CIP 2, CIP 5, CIP 6 and CIP 9)
- Modernising Adult Services ICT systems to improve departmental and council communications (CIP 6, CIP 7 and CIP 8).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- A range of enhanced telecare equipment has been provided to 400 households enabling vulnerable city residents to live safely and independently within their own homes (CIP 2, CIP 5 and CIP 6)
- A provision of telecare equipment for overnight services providing appropriate responses during the night to 323 vulnerable older people at significant risk of admission to residential care or hospital, enabling them to remain in their own homes (CIP 2, CIP 5 and CIP 6)
- A new Care Monitoring System supporting the administration of non-residential charging policies and providing an improved service to users (CIP 2 and CIP 7)
- A number of vehicle tracking systems have been fitted to vans in the Telecare Service and Meals at Home Service enabling Adult Services to meet customer needs more efficiently. Other benefits include reduced operating costs, enhanced security and improved customer service (CIP 6 and CIP 8)
- The development of residential accommodation for people with learning disabilities who moved from NHS Campus provision. The Teaching Primary Care Trust provided funding for six clients who were living in an NHS establishment out of Sunderland to move into Sunderland (CIP 2, CIP 5 and CIP 6)
- A grant received from Department of Health (DOH) has funded expenditure on the ICT Roadmap. This maps potential ICT resource deployment to all future projects to which there is expected to be an IT implication and supports effective information sharing between health and social services. In particular the development of Liquid Logic Sap, the application that helps deliver the Single Assessment Process and systems supporting Care Management and Assessment used by social workers (CIP 2 and CIP 7).

KEY MEDIUM TERM PRIORITIES

- To develop a range of housing options for vulnerable people, particularly extra care housing for older people and people with learning disabilities (CIP 2, CIP 5, and CIP 9)
- Further develop core and cluster accommodation and outreach support to people in their own tenancies (CIP 2, CIP 5, and CIP 6)
- Review the use of our buildings based services and move to more community based services in line with the aims of the White Paper, "Our Health, Our Care, Our Say." This will include the use of technology such as Telecare to allow people to live in their own homes for much longer (CIP 2, CIP 5, CIP 6 and CIP 8)
- To ensure that assets are updated and fit for purpose (CIP 5)
- To support rationalisation of council wide assets (CIP 7).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- Adult Services is part of the Smarter Working initiative piloting new ways of working such as hot-desking, the use of portable technology, home working, etc. This pilot is ongoing with a view to the rationalisation of office accommodation.
- Modernisation of ICT systems (SWIFT, Electronic Social Care Record, etc.) allows easier transfer of information between staff and helps aggregate data accurately for management information leading to more efficient use of staff time

ADULT SERVICES CAPITAL PROGRAMME

- Service reviews of our 6 homes for older people have been carried out as part of our modernisation programme and three of the sites are currently being developed. It has been estimated a cashable efficiency of £0.208 million will be achieved as a result of a reduction in residential/nursing care placements. Savings generated will be reinvested to provide a greater range of care services including new Extra Care schemes in partnership with Housing 21.
- A re-settlement programme is ongoing in learning disabilities to provide services locally for people with intensive support needs. This will provide a better model of care for our clients and achieve annual revenue efficiency savings through the reduction in the number of people being placed into permanent residential care and reducing the cost of care packages for customers currently out of city.
- The use of Telecare equipment has been embedded in key health policies within Adult Services relating to managing long term conditions and provides people with greater choice over their care pathways. Efficiencies are gained from working in partnership with health providers to reduce inappropriate hospital admissions, facilitate earlier discharge from hospital and reduce admissions to institutional care such as Residential / Nursing Care.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments:

- Upgrade the Adult Services ICT systems to improve management information, deliver e-government and promote the integration agenda (CIP 2, CIP 5 and CIP 7)
- The Rosalie House site is being developed to provide 9 flats for supported living accommodation to people with learning disabilities. The facility will be used to relocate clients from outer city facilities (CIP 2, CIP 5 and CIP 6)
- Grindon Mews is being developed which will focus on providing services for people with severe learning disabilities and to assist people with physical disabilities requiring re-ablement skills (CIP 6, CIP 5 and CIP 2)
- The Community Day Opportunities programme enables people with disabilities to access mainstream activities such as leisure facilities (CIP 2, CIP 5 and CIP 6)
- A number of properties are being renovated to provide accommodation for people that are part of the Learning Disability Resettlement Programme, providing individuals with greater independence (CIP 2, CIP 5, and CIP 6).

New Starts:

- Mental Health (MH) services are being reviewed and rationalised to help support the aims of the National Services Framework for Mental Health i.e. office accommodation and IT systems are being reviewed with the aim of facilitating joint working with our partners (CIP 2, CIP 6, CIP 8, and CIP 9)
- Provision is made for minor works and improvements to ensure that assets are fit for purpose. The Adults Services Capital Board will establish its priorities for the use of these funds (CIP 2 and CIP 5)
- Development of IT Infrastructure to support effective information sharing between health and social services (CIP 2, CIP 6 and CIP 9).

**ADULT SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	3,698	433	1,143	2,122				53
Projects Commencing 2008/09	2,721		1,951	770				
Projects Commencing 2009/10	724			724				
Projects Commencing 2010/11	729				729			
Projects Commencing 2011/12	609					609		
Projects Commencing 2012/13	607						607	
TOTAL CAPITAL EXPENDITURE	9,088	433	3,094	3,616	729	609	607	53

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	148				
Government Grants					
- IT Grants	238	329	113		
- Department of Health	601	397	306	299	297
- Working Neighbourhoods Fund	25				
Other Contributions (TPCT)	305	250			
Total External Sources	1,317	976	419	299	297
FROM INTERNAL SOURCES					
Revenue Contributions					
- Adult Services	1,109	740	310	310	310
Reserves					
- Strategic Investment Reserve (Temporary Use)	668	1,900			
Total Internal Sources	1,777	2,640	310	310	310
TOTAL FINANCING	3,094	3,616	729	609	607

**ADULT SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
SS/7006	Continuing Projects Mental Health SCE-R 2006/07	J Fisher	127	127						
SS/7008	SWIFT Ph 2-Electronic Social Care Record/ICS	G King	584	209	375					53
AS/8008	Improving Information Management Grant	G King	222			222				
AS/8017	Replacement for Eazitracker	G King	100		100					
AS/8018	Day Care Unit	J Fisher	2,665	97	668	1,900				
TOTAL CONTINUING PROJECTS			3,698	433	1,143	2,122				53
	Projects Commencing 2008/09									
AS/9003	Minor Works	J Fisher	437		437					
AS/9006	Mental Health SCE-R 2008/09	J Fisher	310		220	90				
AS/9011	Remodelled Sheltered Schemes	J Fisher	160		100	60				
AS/9012	Overnight services	J Fisher	45		45					
AS/9013	Rosalie House	J Fisher	550		100	450				
AS/9014	LD Service Resettlement Scheme	J Fisher	150		120	30				
AS/9015	Vehicle Tracking System	J Fisher	25		25					
AS/9016	Campus Re-provision Programme	J Fisher	638		638					
AS/9017	Independence at Home through Assistive Technology	J Fisher	25		25					
AS/9018	Community Day Opportunities	J Fisher	200		60	140				
AS/9019	Redcar House Demolition	J Fisher	80		80					
	Social Care IT Infrastructure	G King	101		101					
TOTAL PROJECTS COMMENCING 2008/09			2,721		1,951	770				
	Projects Commencing 2009/10									
AS/5010	Minor Works	J Fisher	456			456				
AS/9004	Mental Health SCE-R 2009/10	J Fisher	161			161				
	Social Care IT Infrastructure	G King	107			107				
TOTAL PROJECTS COMMENCING 2009/10			724			724				
	Projects Commencing 2010/11									
AS/1003	Minor Works	J Fisher	456				456			
AS/1006	Mental Health SCE-R 2010/11	J Fisher	160				160			
	Social Care IT Infrastructure	G King	113				113			
TOTAL PROJECTS COMMENCING 2010/11			729				729			

**ADULT SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Projects Commencing 2011/12 Minor Works Mental Health SCE-R 2011/12	J Fisher J Fisher	456 153					456 153		
TOTAL PROJECTS COMMENCING 2011/12			609					609		
	Projects Commencing 2012/13 Minor Works Mental Health SCE-R 2012/13	J Fisher J Fisher	454 153						454 153	
TOTAL PROJECTS COMMENCING 2012/13			607						607	
TOTAL CAPITAL PROGRAMME			9,088	433	3,094	3,616	729	609	607	53

PLANNING AND TRANSPORTATION CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Planning and Transportation capital programme will contribute towards meeting Sunderland's strategic priorities of:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 5 - Attractive and Inclusive City

It aims to do this through:

- Maintaining the existing highway including its bridges and structures in a safe and serviceable condition (CIP5)
- Securing the safe and efficient movement and appropriate access for goods and people using the City's highways (CIP5)
- Conserving and improving the built heritage of the city (CIP 5)
- Securing improvements to existing highways and the construction of new highways (CIP5)
- Maintaining the infrastructure of the Port of Sunderland (CIP5)
- Maintaining and enhancing coastal and seafront structures (CIP5).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Design and implementation of Local Safety Schemes including Queen Alexandra Bridge Cycle Lane
- Highway Maintenance schemes including Hylton Lane, Downhill; Manor Park, Concord and Hunter Street, Shiney Row
- Structural Bridge Maintenance of the A690 Lake Interchange
- Completion of bus priority measures on the A1018 Ryhope Road Toll Bar Roundabout and the A183 Chester Road/Kayll Road Hospital Entrance
- Highway Drainage works to alleviate flash flooding
- Environmental Improvements at Hetton Downs
- Completion of a new warehouse at the Port of Sunderland to meet demands from increased business.

The expected outcomes from LTP 2 to 2010/11 are as follows:

- Contribute towards meeting Tyne and Wear LTP targets which incorporate the Governments 2010 targets for casualty reduction
- Targets are that by 2011 the service will achieve 40% reduction in all Killed or Seriously Injured (KSI); 20% reduction in all KSI from 2002-2004 average to 2009-2011 average; 50% reduction in child KSI from 2002-2004 average to 2009-2011 average; 25% reduction in child KSI from 2002-2004 average to 2009-2011.
- Reduced car usage and reduced adverse environmental impacts associated with traffic and encourage use of public transport, cycling and walking
- Improved traffic flow and reduced congestion on the highway
- Improved journey times and reduction in the number of 3rd party public liability claims
- Supplement the regeneration of the City with improved highway and bridge infrastructure.

KEY MEDIUM TERM PRIORITIES

- Structural Highway Maintenance works on classified roads
- Structural Bridge Maintenance on the A1018 Panns Bank Wall; A1231 Pallion Road/Trimdon Street Bridge; A1018 Bridge Street and Dame Dorothy Subways; A1018 Stockton Road/Cowan Terrace Bridges
- Continue to support plans for the regeneration of the City Centre and River Corridor
- Road Safety Measures in Washington
- Coast Protection Works subject to funding approval from the Environment Agency
- Bus Corridor Improvements A183 Chester Road
- Commencement of the Central Route (subject to funding approval)
- Development of the Sunderland Strategic Transport Corridor (SSTC) which will contribute to reducing congestion, improving quality of the environment, economic success and reducing social exclusion (subject to funding approvals).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- The capital provision for structural maintenance of highways of £1.9m per annum for the 3 year period 2007/08 to 2009/10 along with the revenue maintenance budget (£3.5m each year) has enabled the improvement in the condition of the highway network. The number of claims made against the council for personal injury accidents on the highway has shown a reduction in the last 3 years. Public Liability Insurance premiums have reduced from £1.1m in 2006/07 to an estimated sum of £0.5m in 2009/10, a saving of £0.6m

PLANNING AND TRANSPORTATION CAPITAL PROGRAMME

- Many of the capital schemes contribute to improving traffic flows and reducing congestion within the city. This enables more efficient access to key sites contributing to the continued economic development of the city.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Continue development of plans for the SSTC. A proposed new transport corridor from West Wear Street at the south side of the Wearmouth Bridge to the A19/A1231 including a new Wear Bridge crossing (CIP1 and CIP5)
- Develop Bus Corridor Major Business Case. A feasibility study into developing bus priority measures along strategic transport corridors in partnership with Nexus (CIP1 and CIP5)
- Offer financial assistance for environmental improvements in the Old Sunderland area with assistance from the Heritage Lottery Fund (CIP1 and CIP5).

New Starts

- Structural Maintenance of the A690 Four Lane End Bridge and A1231 Grange Road Bridge in 2009/2010 (CIP5)
- Continue the programme of investment in schemes to improve the safety of highway users (CIP5)
- Continue the programme of investment in schemes to improve conditions for cyclists (CIP5)
- Bus priority measures at the Wearsheaf and Stadium Way junctions (CIP5)
- Continue the programme of investment in schemes to improve the condition of highways and their structures (CIP5).
- Equipment necessary to deal with administrative processes associated with civil parking enforcement.
- Essential safety works for demolition of the central car park.
- A review of subways improvements will include closing a number of these facilities, changing access, lighting upgrading and refurbishment.

**PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	59,581	47,862	3,361	5,064	3,294			84
Projects Commencing 2008/09	7,060		6,660	400				
Projects Commencing 2009/10	6,425			6,425				
Projects Commencing 2010/11	5,554				5,554			
Projects Commencing 2011/12	8,533					8,533		
Projects Commencing 2012/13	3,323						3,323	
TOTAL CAPITAL EXPENDITURE	90,476	47,862	10,021	11,889	8,848	8,533	3,323	84

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	4,476	4,503	4,729	3,055	3,116
- Unsupported Capital Expenditure (Revenue)	741				
Government Grants					
-Transport Grant	3,044	1,579	985	3,632	1,607
- New Deal for Communities	102				
- Coast Protection	39	91	300	3,250	
Grants from Other Public Bodies					
- Lottery	50	453	229		
- Nexus	644				
- Urban 2	84				
- One North East		2,680			
- Single Programme	425	130			
Total External Sources	9,605	9,436	6,243	9,937	4,723
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	395	1,950			
- Strategic Investment Budget	118				
- Development and Regeneration	11				
Reserves					
- Strategic Investment Reserve	99				
- Strategic Investment Reserve (Temporary Use)	(389)	28	2,376	(1,404)	(1,400)
- Port Insurance Reserve	82				
Capital Receipts	100	475	229		
Total Internal Sources	416	2,453	2,605	(1,404)	(1,400)
TOTAL FINANCING	10,021	11,889	8,848	8,533	3,323

**PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Continuing Projects									
	TRANSPORT									
	Major Highway Schemes									
EDT/001	Southern Radial Route	B Johnson	34,856	34,592	244	20				45
EDT/003	Central Route - Scheme Development & Land Costs	B Johnson	1,834	1,092	492	250				37
EDT/053	QA Bridge Major Maintenance	B Johnson	7,311	7,241	70					
EDT/153	Sunderland Strategic Transport Corridor									
	- Development Costs (Prior to Programme Entry)	B Johnson	1,564	1,450	114					
	- Preparation Costs (Post Programme Entry)	B Johnson	6,000		386	2,938	2,676			
	OTHER SERVICES									
EDT/075	Ryhope Centre	K Lowes	523	484	39					
EDT/140	Old Sunderland Townscape Heritage Initiative	K Lowes	1,827	391	50	928	458			
PT/001	Port Review Consultancy Stages 1 & 2	C Clark	445	423	22					
EDT/133	Port Health & Safety Works	C Clark	211	193	18					
EDT/172	Private Streetworks	B Johnson	65	15	35	15				
EDT/173	PARSOL - ICT systems	H Phillips	370	343	27					2
PT/023	Hendon Beach Safety Works Phase 1	K Lowes	105	68	37					
PT/024	Hendon Beach Safety Works Phase 2	K Lowes	169		169					
	SIB Initiatives									
PT/026	Hetton Downs Environmental Improvements	K Lowes	139	18	121					
PT/027	Fatfield & Harraton War Memorial	K Lowes	16	1	15					
PT/028	Castletown Masterplan Gating project	B Johnson	20	7	13					
PT/029	Elemore Vale Footbridge	K Lowes	30		30					
	COAST PROTECTION									
EDT/136	Whitburn Bay to Roker Monitoring Study	B Johnson	173	128	39	6				
TOTAL CONTINUING PROJECTS			55,658	46,446	1,921	4,157	3,134			84
	TRANSPORT									
	Local Transport plan									
PT/035	A1231 Parkway and Northumberland Way Bridges	B Johnson	888	848	40					
PT/036	A690 Four Lane Ends Bridge	B Johnson	494	5	11	471	7			
PT/037	A690 Lake Interchange Bridges	B Johnson	844	13	820	11				
PT/038	A1231 Grange Road Bridge	B Johnson	185	7		175	3			
PT/014	A19/A1231 Junction Improvements contribution	B Johnson	300	25	275					
	Public Transport									
PT/017	- Public Transport Schemes	B Johnson	362	362						
PT/018	- Bus Corridor Major Business Case	B Johnson	850	156	294	250	150			
TOTAL LTP CONTINUING PROJECTS			3,923	1,416	1,440	907	160			

**PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Projects Commencing 2008/09										
TRANSPORT										
Local Transport Plan										
PT/030	Highway Maintenance	B Johnson	1,960		1,960					
PT/031	Bridge Maintenance	B Johnson	245		245					
PT/032	Accessibility- Cycleways	B Johnson	445		445					
PT/032a	Accessibility- Access for All	B Johnson	245		245					
PT/033	Congestion	B Johnson	820		820					
PT/034	Road Safety	B Johnson	640		640					
Miscellaneous										
PT/039	- Tyne and Wear Central Transport Team	B Johnson	364		364					
PT/046	- Tyne and Wear Freight Partnership	B Johnson	10		10					
PT/047	Public Transport	B Johnson	710		710					
Strategic Investment Plan:										
PT/048	Washington Road Safety Measures - Feasibility Study	B Johnson	60		60					
OTHER SERVICES										
PT/040	Flash Flooding and Highway Drainage	B Johnson	350		350					
PT/041	Ryhope Beach Access	B Johnson	325		10	315				
PT/042	Whitburn Bay to Ryhope Coastal Strategy Review Ph1	B Johnson	35			35				
PT/043	Whitburn Bay to Ryhope Coastal Strategy Review Ph2	B Johnson	50			50				
PT/044	Port Warehouse Facilities	C Clark	741		741					
PT/045	Port Penstocks	C Clark	60		60					
TOTAL PROJECTS COMMENCING 2008/09			7,060		6,660	400				
Projects Commencing 2009/10										
TRANSPORT										
Local Transport Plan										
PT/050	Highway Maintenance	B Johnson	1,900			1,900				
PT/051	Bridge Maintenance	B Johnson	370			370				
PT/052	Accessibility- Cycleways	B Johnson	274			274				
PT/053	Accessibility- Access for All	B Johnson	300			300				
PT/054	Congestion	B Johnson	780			780				
PT/055	Road Safety	B Johnson	430			430				
Miscellaneous										
PT/056	- Tyne and Wear Central Transport Team	B Johnson	376			376				
PT/057	- Tyne and Wear Freight Partnership	B Johnson	10			10				
Tyne and Wear Bus Corridor Improvement Programme:										
PT/058	Ph1 - Wearsheaf & Stadium Way Jncts - 10% contrib	B Johnson	365			365				
OTHER SERVICES										
PT/059	Civil Parking Enforcement equipment	B Johnson	30			30				
PT/060	Central Car Park	B Johnson	1,500			1,500				
PT/061	Subway Improvement Review	B Johnson	90			90				
TOTAL PROJECTS COMMENCING 2009/10			6,425			6,425				

**PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Projects Commencing 2010/11 TRANSPORT Local Transport Plan										
PT/070	Highway Maintenance	B Johnson	1,900				1,900			
PT/071	Bridge Maintenance	B Johnson	900				900			
PT/072	Accessibility- Cycleways	B Johnson	250				250			
PT/073	Accessibility- Access for All	B Johnson	300				300			
PT/074	Congestion	B Johnson	997				997			
PT/075	Road Safety	B Johnson	500				500			
Miscellaneous										
PT/076	- Tyne and Wear Central Transport Team	B Johnson	397				397			
PT/077	- Tyne and Wear Freight Partnership	B Johnson	10				10			
Coast Protection										
PT/078	Scheme Development Costs	B Johnson	300				300			
TOTAL PROJECTS COMMENCING 2010/11			5,554				5,554			
Projects Commencing 2011/12 TRANSPORT Local Transport Plan										
PT/080	Highway Maintenance	B Johnson	1,700				1,700			
PT/081	Bridge Maintenance	B Johnson	300				300			
PT/082	Accessibility- Cycleways	B Johnson	210				210			
PT/083	Accessibility- Access for All	B Johnson	300				300			
PT/084	Congestion	B Johnson	698				698			
PT/085	Road Safety	B Johnson	500				500			
Miscellaneous										
PT/086	- Tyne and Wear Central Transport Team	B Johnson	345				345			
PT/087	- Tyne and Wear Freight Partnership	B Johnson	10				10			
Tyne & Wear Bus Corridor Improvement Programme:										
PT/088	Ph2 - A183 Chester Road Bus Corridor 10% - contrib	B Johnson	1,220				1,220			
Coast Protection										
PT/089	South Sunderland Defence Refurbishment/ Rock Armour Protection Works	B Johnson	3,250				3,250			
TOTAL PROJECTS COMMENCING 2011/12			8,533				8,533			
Projects Commencing 2012/13 TRANSPORT Local Transport Plan										
PT/090	Highway Maintenance	B Johnson	1,600						1,600	
PT/091	Bridge Maintenance	B Johnson	300						300	
PT/092	Accessibility- Cycleways	B Johnson	166						166	
PT/093	Accessibility- Access for All	B Johnson	100						100	
PT/094	Congestion	B Johnson	395						395	
PT/095	Road Safety	B Johnson	400						400	

**PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
PT/096	Miscellaneous - Tyne and Wear Central Transport Team	B Johnson	352						352	
PT/097	- Tyne and Wear Freight Partnership	B Johnson	10						10	
TOTAL PROJECTS COMMENCING 2012/13			3,323						3,323	
TOTAL CAPITAL PROGRAMME			90,476	47,862	10,021	11,889	8,848	8,533	3,323	84

HOUSING AND PUBLIC HEALTH CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Housing and Public Health capital programme will contribute towards meeting Sunderland's corporate improvement priorities of:

- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 3 - Safe City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient And Effective Council
- Corporate Improvement Priority 9 - Improving Partnership.

It aims to do this through:

- Regeneration: By continually assessing and gathering up to date housing market and stock condition information to enable informed decisions for the selection of future Private Sector Renewal / Clearance Area schemes. Stock Condition Surveys are the main source of data used to identify private housing investment priorities. In 2007/08, the council commissioned and completed its latest survey, the findings of which are being used to inform future housing renewal, regeneration and planning for the city in 2008/09 and beyond (CIP 5)
- The Financial Assistance Policy which aims to be innovative, obtain value for money and reinforce that homeowners should accept responsibility for their own housing investment. The council will also utilise its resources to fulfil ambitions in the private rented sector by improving the living conditions and its management (CIP 5)
- Financial Assistance Grants, Disabled Facilities Grants and the Warm Home Initiative will enable those in need of support to maintain independence in their chosen home for the foreseeable future by supporting people throughout the repair, adaptation or improvement process (CIP 2, CIP 5 and CIP 6)
- Delivering the extra care programme within Sunderland to ensure that there is a choice of affordable accommodation for older people, with a further choice of care to be provided as required for the household. To continue to identify opportunities to provide supported accommodation for vulnerable people within our communities (CIP 2, CIP 3, CIP 6, CIP 8 and CIP 9).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

The outcomes from the Single Housing Investment Pot (SHIP 2) and SHIP 3 allocation are as follows:

- Housing Renewal Financial Assistance Programme delivered 75 private sector renewal grants during 2008/09
- Clearance programme funded the demolition of 193 properties from 2006 to 2008 (SHIP 2) and a further 56 by end of November 2008 (SHIP 3)
- Disabled Facilities Grants completed 470 adaptations during 2008/09
- Warm Home Initiative completed approximately 620 installations.

KEY MEDIUM TERM PRIORITIES

- Developing long-term housing support for vulnerable adults through the development of the Suitable Homes for Living Strategy, which will help to deliver a greater number and range of Extra Care housing, a form of sheltered housing, for older people in partnership with both the Local Housing Corporation and housing providers in the city, and with whom Housing colleagues have developed strong business links (CIP 2, CIP 5 and CIP 6)
- Improving the quality and choice of affordable accommodation, with emphasis being placed upon Council Renewal Areas (CIP 6, CIP 5 and CIP 2).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- The Housing Financial Assistance Programme, Disabled Facilities Grant and Warm Homes Initiative will ensure that individuals stay in their own homes as long as possible. This is not only what people want in terms of quality of their lives, but is generally a less expensive option than institutional care. For example, in 2003/04, there were over 600 older people admitted to council-supported residential/nursing care, but this declined to 342 in 2007/08. The type of assistance to individuals has changed from grants to loans focussed support, which will help maximise available resources and allow the support to be provided to a greater number of individuals.
- The development of Joint Ventures such as in Castletown creates the environment for the council to work with funding and development partners to attract resources into developing and creating sustainable communities.

HOUSING AND PUBLIC HEALTH CAPITAL PROGRAMME

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Demolition of properties at Thomas Street and Henry Street (CIP 5)
- Home Improvement Agency (HIA) provides financial assistance via loans and grants to help achieve the decent home standard for vulnerable homeowners living in the private sector (CIP 5). Disabled Facilities Grants to ensure adaptations to disabled / elderly person's properties (CIP 2, CIP 5 and CIP 6). Warm Homes Initiative to tackle fuel poverty (CIP 5)
- Area Renewal continues with the Hetton Downs, Castletown and Hendon Renewal Programmes (CIP 5)
- The Extra Care housing programme continues with developments at Woodlands, Washington and Moorhouse, Hetton-le-Hole (CIP 2, CIP 5 and CIP 6)
- In partnership with Gentoo the council is developing a new extra care housing scheme at the Racecourse Estate, Houghton-le-Spring (CIP 2, CIP 5, CIP 6 and CIP 9).

New Starts

- The Capital Programme includes provision for a Travellers Transit Site that will assist in dealing with unauthorised encampments more efficiently and effectively. The provision will ensure that statutory regulations are met (CIP 2, CIP 3 and CIP 5).

**HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	13,184	8,975	2,439	1,770				(78)
Projects Commencing 2008/09	13,131		7,048	6,083				
Projects Commencing 2009/10	3,583			3,583				
Projects Commencing 2010/11	3,334				3,334			
Projects Commencing 2011/12	3,199					3,199		
Projects Commencing 2012/13	3,199						3,199	
TOTAL CAPITAL EXPENDITURE	39,630	8,975	9,487	11,436	3,334	3,199	3,199	(78)

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)		38			
Government Grants					
- Disabled Facilities Grant	1,006	1,006	958	958	958
- Department of Health	741	741			
- Single Housing Investment Pot	2,253	2,063	1,806	1,671	1,671
Grants from Other Public Bodies					
- English Partnerships	3,854	6,319			
- Northern Consortium	59				
Total External Sources	7,913	10,167	2,764	2,629	2,629
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	570	570	570	570	570
- Adult Services	185	25			
Reserves					
- Strategic Investment Reserve	791	517			
Capital Receipts	28	157			
Total Internal Sources	1,574	1,269	570	570	570
TOTAL FINANCING	9,487	11,436	3,334	3,199	3,199

**HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Continuing Projects									
	Disabled Facilities									
H/004	Disabled Facilities Grant 2007/08	P Blyth	1,940	1,883	57					
	Market Rejuvenation									
H/008	Neighbourhood Renewal Assessments	A Caddick	200	160	40					
H/011	Eppleton and Castletown Renewal Area	A Caddick	7,950	4,927	1,354	1,669				
H/030	Area Renewal (SHIP 2)	A Caddick	909	846		63				
H/039	- NRHB Coordination & Management Costs	A Caddick	25		25					
	Decent Homes									
H/033	Private Sector Renewal Grants (SHIP 2)	A Caddick	207	92	115					
H/040	Private Sector Renewal Grants 2007/08	A Caddick	1,134	518	616					
	Tackling Fuel Poverty									
H/041	Warm Homes Initiative	A Caddick	104	104						51
H/029	Homelessness & Advice Service - Set Up costs	A Caddick	251	213		38				
H/052	Extra Care Housing-Silksworth	A Caddick	464	232	232					(129)
TOTAL CONTINUING PROJECTS			13,184	8,975	2,439	1,770				(78)
	Projects Commencing 2008/09									
	Disabled Facilities									
H/005	Disabled Facilities Grant 2008/09	P Blyth	2,052		2,052					
	Market Rejuvenation									
H/042	- Area Renewal : Eppleton, Castletown, Hendon	A Caddick	679		679					
	Hetton Downs	A Caddick	7,150		2,500	4,650				
	Decent Homes									
H/044	Private Sector Renewal Grants	A Caddick	300		150	150				
H/053	Regional Loans Scheme	A Caddick	88		88					
	Tackling Fuel Poverty									
H/045	Warm Homes Initiative	A Caddick	106		106					
H/054	Extra Care Housing : Woodlands Demolition	A Caddick	80		55	25				
H/055	Extra Care Housing : Moorhouse Demolition	A Caddick	80		80					
H/056	Extra Care Housing : Woodlands	A Caddick	471		236	235				
H/057	Extra Care Housing : Moorhouse	A Caddick	565		283	282				
H/058	Extra Care Housing :	A Caddick	1,532		791	741				
	Racecourse									
H/059	Travellers Verge Works	A Caddick	28		28					
TOTAL PROJECTS COMMENCING 2008/09			13,131		7,048	6,083				
	Projects Commencing 2009/10									
	Disabled Facilities									
H/050	Disabled Facilities Grant 2009/10	P Blyth	2,052			2,052				

**HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	825			825				
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	270			270				
	Regional Loans Scheme	A Caddick	236			236				
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100			100				
	Travellers Site	A Caddick	100			100				
TOTAL PROJECTS COMMENCING 2009/10			3,583			3,583				
Projects Commencing 2010/11										
H/050	Disabled Facilities Grant 2010/11	P Blyth	2,004				2,004			
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	825				825			
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	270				270			
	Regional Loans Scheme	A Caddick	135				135			
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100				100			
TOTAL PROJECTS COMMENCING 2010/11			3,334				3,334			
Projects Commencing 2011/12										
H/050	Disabled Facilities Disabled Facilities Grant 2011/12	P Blyth	2,004					2,004		
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	825					825		
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	270					270		
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100					100		
TOTAL PROJECTS COMMENCING 2011/12			3,199					3,199		
Projects Commencing 2012/13										
H/050	Disabled Facilities Disabled Facilities Grant 2012/13	P Blyth	2,004						2,004	
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	825						825	
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	270						270	
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100						100	
TOTAL PROJECTS COMMENCING 2012/13			3,199						3,199	
TOTAL CAPITAL PROGRAMME			39,630	8,975	9,487	11,436	3,334	3,199	3,199	(78)

NEIGHBOURHOOD AND STREET SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Neighbourhood and Street Services portfolio will contribute towards meeting Sunderland City Council's corporate improvement priorities, of:

- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 4 - Learning City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient and Effective Council.

It aims to do this through:

- Developing facilities that support the aims of the Council Improvement Plan
- Managing, reviewing and upgrading existing facilities in support of continual improvement in service delivery
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers
- Undertaking improvements to service and facilities which comply with the requirements of environmental legislation and regulation.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

Work has taken place to renew the internal refractory linings to the three electric cremators at Sunderland crematorium as the cremators had been operational for ten years and the linings had come to the end of their useful lives.

KEY MEDIUM TERM PRIORITIES

- Development of a residual waste treatment facility in partnership with Gateshead and South Tyneside councils.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Development of a residual waste treatment plant in partnership with other organisations will provide value for money and efficiencies and secure compliance with current and known future legislative requirements to 2038
- Effective procurement and contract monitoring
- Maximisation of external funding opportunities.

CAPITAL INVESTMENTS FOR THE YEAR

New Starts

- The provision of appropriate filtration equipment to two of the cremator units will satisfy the Council's obligations to comply with regulations governing the emissions of mercury before the end of 2012.
- Longer-term requirements to meet recycling targets within the South Tyne and Wear Joint Waste Strategy, to provide a system that is more easily used and understood by customers and addresses efficiencies, will result in the provision of a further wheeled-bin to replace the black box. The change in the type of container will also necessitate changes to collection vehicles as they reach the end of their economic life.

**NEIGHBOURHOOD AND STREET SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	35	1	14	20				9
Projects Commencing 2008/09	150		150					
Projects Commencing 2009/10	2,400			750	1,650			
Projects Commencing 2010/11	750				750			
Projects Commencing 2011/12								
Projects Commencing 2012/13								
TOTAL CAPITAL EXPENDITURE	3,335	1	164	770	2,400			9

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Grants from Other Public Bodies					
- Waste Infrastructure Grant		700	266		
- LPSA 2		50	750		
Total External Sources		750	1,016		
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	150		1,226		
- CCS Resources	14	20			
Capital Receipts			158		
Total Internal Sources	164	20	1,384		
TOTAL FINANCING	164	770	2,400		

**NEIGHBOURHOOD AND STREET SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
CC90039	Continuing Projects Vehicle Fleet Management System	P High	20			20				
CC90040	Vehicle Location System	P High	15	1	14					9
TOTAL CONTINUING PROJECTS			35	1	14	20				9
CC90107	Projects Commencing 2008/09 Sunderland Crematorium	P High	150		150					
TOTAL PROJECTS COMMENCING 2008/09			150		150					
CC90144	Projects Commencing 2009/10 Replacement Recycling Scheme	P High	2,400			750	1,650			
TOTAL PROJECTS COMMENCING 2009/10			2,400			750	1,650			
CC90143	Projects Commencing 2010/11 Sunderland Crematorium	P High	750				750			
TOTAL PROJECTS COMMENCING 2010/11			750				750			
TOTAL CAPITAL PROGRAMME			3,335	1	164	770	2,400			9

REGENERATION AND COMMUNITY COHESION CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Regeneration and Community Cohesion capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 3 - Safe City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Services
- Corporate Improvement Priority 9 - Improving Partnership

It aims to promote the economic, social and environmental well being of Sunderland, supporting all Community Strategy Strategic Objectives by:

- Co-ordinating action on regeneration priorities at a local level (CIP6)
- Encouraging and supporting the development of local area partnerships (CIP9 and SP8)
- Reducing crime and disorder and the fear of crime by helping create a safer environment (CIP3).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Completion of *the* PLACE Business and Arts Centre at Sunnyside at a cost of £4.1m. This provides managed workspace for 21 small businesses in the heart of the city
- Environmental improvements along the cliff top of Hendon Beach comprising improved access points both vehicular and pedestrian; installation of new sea wall railings; car parking provision and construction of a 3m wide footpath/cycleway network. The work has been complimented by safety works carried out on the beach
- Sunnyside Grants Scheme for commercial property improvements has stimulated the private sector to invest, making unviable projects more financially sustainable. Approximately 1,200 existing jobs and 400 existing businesses in the area have been safeguarded
- Completion of Phase 2 of the site preparation works at Farringdon Row has involved site remediation works and cable diversions through the deck of Wearmouth Bridge
- Contribution to the South Hylton Community Building Project which has enabled an opportunity to renew an important community facility.

KEY MEDIUM TERM PRIORITIES

- Refine, develop and promote the Area Regeneration Frameworks, particularly to enhance the contribution and ownership by partner organisations
- Implement the Sunnyside Regeneration Initiative in Partnership with ONE North East
- Development of the former Vaux Site
- Regeneration of the resorts of Roker and Seaburn. A regeneration strategy will set parameters and principles for economic, planning, tourism, and design polices as well as exploring funding opportunities.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Sunnyside Public Realm. Consultants have been appointed to undertake design services for high quality streetscape improvements, maintenance and refurbishment work at Sunnyside
- Completion of Phase 2 of the site preparation works at Farringdon Row which has involved site remediation works, compensation payments and cable diversions through the deck of Wearmouth Bridge. (CIP1 and SIP5)
- Acquisition of properties to assemble strategic opportunities to enable comprehensive redevelopment to be achieved at West Tavistock, Sunnyside (CIP1 and CIP5)
- Development of a strategy to regenerate the Seafont (CIP5)
- Continue the financial assistance scheme for commercial premises at West Sunnyside (CIP1 and CIP5).

**REGENERATION AND COMMUNITY COHESION
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	13,543	7,319	2,621	3,603				52
Projects Commencing 2008/09	490		468	20	2			
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
Projects Commencing 2012/13								
TOTAL CAPITAL EXPENDITURE	14,033	7,319	3,089	3,623	2			52

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Grants from Other Public Bodies					
- One North East	498	3,603			
- Single Programme	486				
- New Deal for Communities	329				
- Neighbourhood Renewal Fund	24				
European Funding	461				
Total External Sources	1,798	3,603			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund					
- Strategic Investment Budget	138				
Reserves					
- Strategic Investment Reserve	1,101				
Capital Receipts	52	20	2		
Total Internal Sources	1,291	20	2		
TOTAL FINANCING	3,089	3,623	2		

**REGENERATION AND COMMUNITY COHESION
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
	Continuing Projects									
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
RC/012	City Centre Developments	K Lowes	108	56	52					
RC/001	Farringdon Row Phase 2	C Clark	2,312	1,997	270	45				
EDT/074	Refurbishment 28 - 29 Sunnyside & The Place	C Clark	4,122	2,902	1,220					
EDT/162	Sunnyside Commercial Grant Scheme Ph 2	K Lowes	1,240	750	240	250				
RC/008	Back on the Map Hendon Rapid Deployment CCTV	C Clark	446	437	9					
RC/009	Back on the Map Hendon Beach	K Lowes	850	605	245					52
RC/010	Back on the Map Security Grants Scheme	C Clark	211	136	75					
RC/018	Sunnyside Public Realm	K Lowes	2,288	152	228	1,908				
RC/019	West Tavistock Sunnyside Acquisition of Properties	C Clark	1,400			1,400				
RC/021	Central Station	D Giblin	27	3	24					
RC/022	South Hylton Community Building Project	P Spooner	460	280	180					
	SIB Initiatives									
RC/016	Community Safety- Thorney Close Street Lighting	C Clark	24		24					
RC/017	Coalfield 4 Site CCTV	C Clark	55	1	54					
TOTAL CONTINUING PROJECTS			13,543	7,319	2,621	3,603				52
	Projects Commencing 2008/09									
RC/020	Rapid deployment of CCTV across the City	C Clark	430		430					
RC/023	Seafront Regeneration Strategy	K Lowes	60		38	20	2			
TOTAL PROJECTS COMMENCING 2008/09			490		468	20	2			
TOTAL CAPITAL PROGRAMME			14,033	7,319	3,089	3,623	2			52

CULTURE AND LEISURE CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Culture and Leisure portfolio will contribute towards meeting Sunderland City Council's corporate improvement priorities of:

- Corporate Improvement Priority 1 - Prosperous City
- Corporate Improvement Priority 2 - Healthy City
- Corporate Improvement Priority 4 - Learning City
- Corporate Improvement Priority 5 - Attractive and Inclusive City
- Corporate Improvement Priority 6 - Customer Focused Service
- Corporate Improvement Priority 7 - One Council
- Corporate Improvement Priority 8 - Efficient and Effective Council
- Corporate Improvement Priority 9 - Improving Partnership.

It aims to do this through:

- Continuing review and implementation of the Leisure Facilities Research
- Developing facilities that support the aims of the Council Improvement Priorities
- Managing, reviewing and upgrading existing facilities in support of continual improvement in service delivery
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Public artwork has been incorporated to improve the visual appeal of existing gas vents at the site of Sunderland Aquatic Centre and at the end of the Coast to Coast cycle route at Roker
- A portfolio of play projects have been completed, these include the creation of new and redevelopment of existing play facilities at Hudson Road, Thompson Park, Newbottle, Herrington Park, Barmston and The Blackie play area
- Investment in improving community based sports facilities has resulted in a range of essential improvements being undertaken at six community football pavilions serving a large number of participants
-

KEY MEDIUM TERM PRIORITIES

- Following the successful completion and launch of the Sunderland Aquatic Centre, work is now underway to investigate the feasibility of developing the rest of the land adjacent to the Aquatic Centre

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- Efficiencies savings were realised following the opening of the Sunderland Aquatic Centre and the overall swimming transformation programme.
- Improvements to the six community football pavilions will sustain the facilities as community assets.
- The Play Pathfinder programme has reduced financial challenges relating to the long term upkeep of the play facilities.

CAPITAL INVESTMENTS FOR THE YEAR

Ongoing Commitments

- An ongoing scheme to incorporate Public Art lighting at the Empire Fly Tower will create a significant artistic feature at the gateway to the city centre
- The construction of two new 25m swimming pools in Hetton and Silksworth. These replace the existing pool at Hetton and provide a new facility in the form of an extension to the Sunderland Tennis Centre at Silksworth
- Provision of a Public Art fund for environmental improvements, which will enable a more strategic approach to commissioning, promoting and maintaining public art within Sunderland. It will also act as a catalyst to lever in investment from the private sector and raise the profile of Sunderland
- Provision of a new city centre based facility to provide information and access to the city's cultural heritage. The centre will involve volunteers from relevant community groups and will maximise the use of technology and visual impact to showcase and explore the city's heritage, landmarks and visitor attractions. This will be the focal point of a series of interventions designed to enhance the cultural and visitor attractiveness of Sunderland city centre through investment in the City Library and related facilities
- Improvements to the infrastructure at Herrington Country Park are ongoing. The aim is to enhance the park's capability and function from that of a Country Park to a facility that is capable of staging large scale outdoor events of regional and national significance on a regular basis. There will be a particular focus on music events

CULTURE AND LEISURE CAPITAL PROGRAMME

- Sunderland has successfully achieved Pathfinder status and secured funding from the DCSF to build a large City Adventure Centre and develop or extensively refurbish a further 28 play areas. Work has been completed at 12 of these sites with remaining sites to be developed in 2009/10

New Starts

- A programme of improvements to support the Wearmouth-Jarrow bid for World Heritage Site status
- Changing facilities at Washington Leisure Centre will be upgraded to support the government's free swimming initiative for the target group of '60 years and over' and '16 years and under'
- Investment at Belford House playing pitches will deliver the first phase of improvements to enable access to the pitches, which will have been out of use for four years, and support increased participation of football at grass roots level
- The provision for Thompson Park will allow for a fundamental revamp and improvement of the park in line with a masterplan for the site that has been subject to consultation and regular review with local residents. It aims to increase greater use of the park by all groups and individuals and enhance its place as the "green-lung" of the local community. The project will involve works to the park's infrastructure including walls, railings, footways, entrances and sports facilities as well as improvements to horticultural elements.

**CULTURE AND LEISURE
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. To 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
MAIN BLOCK								
Continuing Projects	18,136	6,738	5,733	5,665				780
Projects Commencing 2008/09	9,353	178	2,830	4,790	1,555			
Projects Commencing 2009/10	665			615	50			
Projects Commencing 2010/11								
Projects Commencing 2011/12								
Projects Commencing 2012/13								
TOTAL CAPITAL EXPENDITURE	28,154	6,916	8,563	11,070	1,605			780

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
FROM EXTERNAL SOURCES					
Government Grants					
- Play Pathfinder	596	1,958			
- DCMS		85			
Grants from Other Public Bodies					
- Neighbourhood Renewal Fund	1,000				
- New Deal for Communities		100			
- Single Programme	523	336			
- Heritage Lottery Fund	64				
- Big Lottery Grant	647				
- Tyne and Wear Museums Service	81				
Other Contributions	168	100			
Total External Sources	3,079	2,579			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	1,202	4,414	1,605		
- Strategic Investment Budget	30	127			
- CCS Departmental Contributions	189	44			
- Empire Maintenance Contribution	99				
Reserves					
- Strategic Investment Reserve	1,967	1,011			
- Section 106	905	599			
Capital Receipts	1,092	2,296			
Total Internal Sources	5,484	8,491	1,605		
TOTAL FINANCING	8,563	11,070	1,605		

**CULTURE AND LEISURE
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.08 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Continuing Projects										
Community and Cultural Services										
CC90017	Empire Refurbishment	M Lancaster	5,326	5,129	197					49
CC90061	Monkwearmouth Station Museum	C Alexander	1,109	1,029	80					31
CC90086	Hetton and Silksworth /7 25m Pools	M Poulter	10,500	215	4,821	5,464				700
CC90094	Leisure Ctr Income System	J Gray	165	155	10					
CC90091	Empire Fly Tower	C Alexander	350	14	135	201				
CC90092	Stadium Gas Vents	C Alexander	150	8	142					
CC90070	Stadium Park Ph2	M Poulter	256	53	203					
CC90101	C2C & W2W Cycle Routes	C Alexander	245	121	124					
CC90102	CCTV Museum & Winter Gardens	C Alexander	35	14	21					
TOTAL CONTINUING PROJECTS			18,136	6,738	5,733	5,665				780
Projects Commencing 2008/09										
Community and Cultural Services										
CC90095	Big Lottery Children's -100 Play Programme	J Gray	841	39	802					
CC90095	Herrington Country -100 Park	C Alexander	1,000	106	408	486				
CC90095	Environmental -100 Improvements - Public Art	C Alexander	250		100	150				
CC90095	Cultural Quarter -100	C Alexander	3,020		20	1,445	1,555			
CC90112	Play Pathfinder -141	J Gray	3,866		1,157	2,709				
CC90084	Parks for People	P High	126	33	93					
CC90110	Pavillion Upgrades	J Gray	200		200					
CC90111	Aquatic Centre Catering Pod	M Poulter	50		50					
TOTAL PROJECTS COMMENCING 2008/09			9,353	178	2,830	4,790	1,555			
Projects Commencing 2009/10										
Community and Cultural Services										
CC90145	World Heritage Site-Wearmouth-Jarrow action plan	C Alexander	100			50	50			
CC90146	Washington Leisure Centre - Changing Facilities	J Gray	85			85				
CC90147	Belford House Playing Pitches	J Gray	30			30				
CC90148	Thompson Park	P High	450			450				
TOTAL PROJECTS COMMENCING 2009/10			665			615	50			
TOTAL CAPITAL PROGRAMME			28,154	6,916	8,563	11,070	1,605			780

CAPITAL PROGRAMME

GLOSSARY

CORPORATE IMPROVEMENT PRIORITIES

Corporate Improvement Priority	Ref.	Objectives
Prosperous City	CIP 1	Support economic growth and participation in the economy by encouraging the development of an enterprising culture
		Match the supply of labour with demand at all levels by closing the skills gap in the local economy and supporting those who are currently workless to find suitable employment
Healthy City	CIP 2	Provide people with the opportunity to live as long as those with the longest life expectancy in England
		Enable everyone, regardless of the vulnerabilities the experience through age and/or disability, to be supported to live independently in accommodation of their choice, including their own home
		Improve the emotional health and well-being of children
		Reduce the incidence of lifestyle choices that have a clear link with poor health, particularly lack of exercise, obesity, smoking and alcohol misuse
		Enable people to enjoy an excellent sense of health and emotional well-being
Safe City	CIP 3	Ensure people are free from crime, disorder and substance misuse
		Ensure residents are free from harm
		Support people to be active citizens and free from involvement in crime, disorder and substance misuse
Learning City	CIP 4	Everyone in Sunderland will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development
		Ensure that all children and young people in the city receive the best preparation and foundation for adult life
Attractive and Inclusive City	CIP 5	Improve the choice of type, location and price of housing in Sunderland to meet 21 st century aspirations and demands
		Support sustainable patterns of consumption and development, retaining our low eco-footprint and protecting the city's diverse natural environment
		Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional
		Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust
		Enable local people and groups to engage with partners and influence the development of responsive local services
Customer Focused Services	CIP 6	Delivering Area Arrangements
		Enhance customer services
		Improving scrutiny
		Implementing corporate commissioning strategy
One Council	CIP 7	Improving the council's approach to equality
		Improving the approach to communications
		Enhancing Member development
		Build organisation leadership and capacity
Efficient and Effective Council	CIP 8	Implement a modern and fair recruitment and retention structure and implement modern HR and payroll processes
		Improve workforce attendance
		Improve the council's approach to energy sustainability
		Achieving cashable efficiency savings
		Respond to the National Performance Framework
Improving Partnership Working	CIP 9	Transform services through the Improvement Programme (BIP)
		Strengthen community leadership role and the role of the Sunderland Partnership

GLOSSARY

SUNDERLAND STRATEGY 2008-2025 AIMS

Aim 1

To create an enterprising and productive global city with a strong and diverse economy providing jobs and careers for generations to come. A city where everyone has the opportunity to contribute to and benefit from the regional economy, to fulfil their potential to be skilled, motivated and wealth creating without losing the special characteristic of Sunderland's balanced way of life.

Aim 2

To create a city where everyone can be supported to make healthy life and lifestyle choices - a city that provides excellent health and social care services for all who need them. Everyone in Sunderland will have the opportunity to live long, healthy, happy and independent lives.

Aim 3

To make Sunderland a place where everyone feels welcome and can be part of a safe and inclusive community, where people will feel secure and can enjoy life without worrying about becoming a victim of crime.

Aim 4

To create a place with a thriving learning culture where everyone can be involved in learning in a cohesive and inclusive city that is committed to social justice, equality and prosperity; where creativity flourishes and where individuals can have all they need to thrive in the global economy.

Aim 5

To ensure that Sunderland becomes a clean, green city with a strong culture of sustainability, protecting and nurturing both its built heritage and future development and ensuring that both the built and natural environments will be welcoming, accessible, attractive and of high quality.

GLOSSARY

CORPORATE IMPROVEMENT OBJECTIVES

Corporate Improvement Objective	Priorities	CIO Ref.
Delivering Customer Focused Services	Putting the customer at the centre of service delivery (Transformational Change)	CIO1/1
	Seeking customer feedback and views to shape services (Customer Feedback)	CIO1/2
	Using the findings from reviews to shape and improve services (Reviews)	CIO1/3
	Using ICTs to enhance service access and delivery (e-Government)	CIO1/4
Being 'One Council'	Developing and investing in our staff to deliver first class services (Workforce Development)	CIO2/1
	Making all of our services and our workforce inclusive to all (Equality and Diversity)	CIO2/2
	Building capacity to provide leadership and deliver effective services (Capacity Building)	CIO2/3
	Improving Council Communications (Communications)	CIO2/4
Efficient and Effective Council	Ensuring a consistent performance framework and culture across the Council (Performance Improvement)	CIO3/1
	Ensuring services are provided in the most efficient, economic and sustainable way (Efficiency, Value For Money and Resource Consumption)	CIO3/2
	Acquiring goods, works and services (Procurement)	CIO3/3
	Using a standard methodology to manage projects effectively (Project Management)	CIO3/4
	Delivering the Capital Strategy (Asset Management)	CIO3/5
	Identifying, analysing, controlling and monitoring risks (Risk Management)	CIO3/6
	Establishing robust plans and procedures for dealing with emergencies (Business Continuity and Emergency Planning)	CIO3/7
	Using the outcomes and findings of audits to improve services (Audits)	CIO3/8
Delivering CPA improvements and preparing for CAA (CPA/CAA)	CIO3/9	
Improving Partnership Working to Deliver 'One City'	Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA (Quality of Life)	CIO4/1
	Developing a strong Sunderland Partnership (Local Strategic Partnership)	CIO4/2
	Developing and maintaining strong partnerships (Partnerships)	CIO4/3
	Improving the city's image (Image)	CIO4/4

GLOSSARY

JOB TITLE ABBREVIATIONS

LEADER & DEPUTY LEADER

CRM	Customer Relations Manager
HCBI	Head of City Business and Investment
HCC	Head of Corporate Communications
HES	Head of Electoral Services
HPPI	Head of Policy and Performance Improvement
HPPO	Head of the Programme and Project Office
HoP&SD	Head of Project and Service Development
IM	International Manager
SDTs	Service Delivery Teams

RESOURCES

ACHICT	Assistant Corporate Head of ICT
ACS	Assistant City Solicitor
ACT(Acc)	Assistant City Treasurer (Accountancy)
ACT(A&P)	Assistant City Treasurer (Audit and Procurement)
ACT(E&R)	Assistant City Treasurer (Exchequer and Revenues)
BSSM	Building Surveying Services Manager
CCM	Civic Centre Manager
CHICT	Corporate Head of ICT
CT	City Treasurer
CTM	Cabling Team Manager
DCPM	Digital Challenge Programme Manager
DSM	Democratic Services Manager
HoCP	Head of Corporate Personnel (<i>*Corporate Personnel only</i>)
HoCP	Head of Corporate Procurement (<i>*Corporate Procurement only</i>)
HoLP	Head of Land and Property
HPPI	Head of Policy and Performance Improvement
HRMIS	Head of Risk Management and Insurance Services
ISM	Information Security Manager
NCM	Network Cabling Manager
PL	Principal Lawyer
PM	Print Manager

CHILDREN'S SERVICE

AHoS	Assistant Head of Service
BSFPM	Building Schools for the Future Project Manager
CDDH	Centre Director Derwent Hill
CHSM	Connexions Hub Service Manager
CI	Chief Inspector
CM	Connexions Manager
EIPM	Education Improvement Partnership Manager
ESAGM	Extended Services and Attendance Group Manager
EYPPM	Empowering Young People Pilot Manager
FACLM	Family, Adult and Community Learning Manager
FM	Finance Manager
GSM	Governor Support Manager
HIL	Health Improvement Lead
HoS	Head of Service
HRWDM	Human Resources and Workforce Development Manager
IM	Information Manager
ISAM	Information Sharing and Assessment Manager
MCM	Manager, Case Management
MSDC	Manager, Services for Disabled Children
MSLAC	Manager, Services for Looked After Children
MSLQA	Manager, Safeguarding and Quality Assurance
PCM	Planning and Commissioning Manager
PFO	Principal Finance Officer
PP(SEN)M	Partnership and Planning (Special Educational Needs) Manager
SYPM	Services for Young People Manager

GLOSSARY

JOB TITLE ABBREVIATIONS

YDGM Youth Development Group Manager
YOSM Youth Offending Service Manager

ADULT SERVICES

GM General Manager
HoS Head of Service
HRM Human Resources Manager

PLANNING AND TRANSPORTATION

FM Finance Manager
HLP Head of Land and Property
HM Highways Manager
HoPE Head of Planning and Environment
HoSS Head of Support Services
HoTE Head of Transport and Engineering
HM Highways Manager
MPP Manager Planning Policy
PDM Performance and Development Manager
PIM Planning and Implementation Manager
PM Parking Manager
SM Structures Manager
TM Transport Manager
TRSM Traffic and Road Safety Manager

HOUSING AND PUBLIC HEALTH

AHES(EH&CP) Assistant Head of Environmental Services (Environmental Health and Consumer Protection)
HIAM Home Improvement Agency Manager
HOM Housing Options Manager
HOS Head of Service
HRM Housing Renewal Manager
HSM Housing Strategy Manager
RSM Registrations Service Manager
SPM Supporting People Manager
TSLM Trading Standards and Licensing Manager

NEIGHBOURHOOD AND STREET SERVICES

AHCS(FM) Assistant Head of Community Services (Facilities Management)
AHES(H&BM) Assistant Head of Environmental Services (Highways and Buildings Maintenance)
AHES(LES) Assistant Head of Environmental Services (Environmental Health and Consumer Protection)
AHES(SCO) Assistant Head of Environmental Services (Street Care Operations)
BHCM Bunny Hill Centre Manager
BOM Building Operations Manager
C&CM Cemeteries and Crematorium Manager
HCM Hetton Centre Manager
HoD&I Head of Diversity and Inclusion (Office of Chief Executive)
HoP&SD Head of Project and Service Development
HRM Human Resource Manager
OM Operations Manager
MA Management Accountant
P&SDM Project and Service Development Manager
SDM(CCS) Service Development Manager
S&SSSM Strategic and Statutory Support Services Manager
SrSP&RO Senior Strategic Planning & Research Officer
SSC Support Services Co-ordinator
TrSM Transport Services Manager

GLOSSARY

JOB TITLE ABBREVIATIONS

REGENERATION AND COMMUNITY COHESION

AC&SPM	Area Co-ordination and Special Programmes Manager
AR&HC	Area Regeneration and Health Coordinator
D&IM	Diversity and Inclusion Manager
HCBI	Head of City Business Investment
HLP	Head of Land and Property (Development and Regeneration)
HSED	Head of Strategic Economic Development
SCM	Safer Communities Manager
SPETM	Special Programmes and European Team Manager

CULTURE AND LEISURE

AHCS(S&L)	Assistant Head of Community Services (Sports and Leisure)
AHCS(CD)	Assistant Head of Community Services (Community Development)
AHCT(LHE)	Assistant Head of Culture and Tourism (Libraries, Heritage and Events)
AHCT(A&CD)	Assistant Head of Culture and Tourism (Arts and Cultural Development)
CDT	Community Development Team
CLEC	City Librarian and Event Co-ordinator
HCS	Head of Community Services
HCT	Head of Culture and Tourism
HoD&I	Head of Diversity and Inclusion
MM	Marketing Manager
PkDM	Parks Development Manager
R&EDM	Resorts and Events Development Manager
S&LPM	Sports and Leisure Partnership Manager
SC	Senior Curator
SDM(CCS)	Service Development Manager
TDM	Tourism Development Manager

GLOSSARY

OTHER ABBREVIATIONS

OTHER ABBREVIATIONS USED

A

AAT	Association of Accounting Technicians
ACENE	Arts Council England, North East
ACL	Adult and Community Learning
ACW	Arts Centre Washington
AEA	Association of Electoral Administrator
AES	Annual Efficiency Statement
AMP	Asset Management Planning
ANEC	Association of North East Councils
APA	Annual Performance Assessment
APSE	Association of Public Service Excellence
ARC	Area Regeneration Company
ARCH	Agencies against Racist Crime and Harassment
ARFs	Area Regeneration Frameworks
ASB	Anti-Social Behaviour
ATP	Area Tourism Partnership

B

B2b	Bump to Baby
B&B	Bed and Breakfast
BCM	Business Continuity Management
BCS	British Crime Survey
BID	Business Improvement District
BIP	Business Improvement Programme
BIS	Business Improvement Strategy
BIT	Behaviour Intervention Team
BLF	Big Lottery Fund
BME	Black and Minority Ethnic
BMS	Building Management System
BREEAM	Building Research Establishment Environmental Assessment Method
BSF	Building Schools for the Future
BVPI	Best Value Performance Indicator
BVPIs	Best Value Performance Indicators

C

CAA	Corporate Area Assessment
CAMHS	Child and Adolescent Mental Health Service
CAP	Community Access Point
CC	Community Chest
CDM	Construction Design Management
CEED	Community Environmental Educational Developments
CCA	Civil Contingencies Act
CCS	Community and Cultural Services
CDRPs	Crime and Disorder Reduction Partnerships
CDS	Community Development Strategy
CDSG	Community Development Strategy Group
CIO	Corporate Improvement Objective
CIP	Corporate Improvement Plan
CIS	Children's Information Service
CIPFA	Chartered Institute of Public Finance and Accountancy
CLA	Children Looked After
CPA	Comprehensive Performance Assessment
CPD	Continuing Professional Development
CSAS	Customer Service Access Strategy
CSC	Customer Service Centres
CSCI	Commission for Social Care Inspectorate
CSN	Community Sports Network
CSN	Customer Service Network (<i>*Strategic Change Programme service only</i>)

GLOSSARY

OTHER ABBREVIATIONS

CSR	Comprehensive Spending Review
CSS	Customer Service Strategy
CYPP	Children and Young People Plan
C&YP	Children and Young People
D	
DAF	Disadvantaged Area Funding
DAS	Design and Access Statements
DAT	Drugs Action Team
DEAP	Directorate Equality Action Plan
DCMS	Department for Culture, Media and Sport
DCA	Department for Constitutional Affairs
DCLG	Department for Communities and Local Government
DCSF	Department for Children, Schools and Families
DDA	Disability Discrimination Act 1995
DEFRA	Department for Environment, Food and Rural Affairs
DfES	Department for Education and Skills
DfT	Department for Transport
DH/DoH	Department of Health
DIAG	Disability Independent Advisory Group
DIP	Document Image Processing
DIUS	Department for Innovation, Universities and Skills
DMS	Document Management System
DMT	Directorate Management Team
DSE	Display Screen Equipment
DTI	Department of Trade and Industry
DWP	Department for Work and Pensions
E	
EA	Electoral Administration
EAL	English as an Additional Language
ECM	Every Child Matters
EET	Education, Employment, Training
EIP	Education Improvement Partnership
EPQA	Effective Practice & Quality Assurance
EPA	Environmental Protection Act
EPs	Educational Psychologists
EMS	Education Management System
EMT	Executive Management Team
ERDF	European Regional Development Fund
ESOL	English Speakers of Other Languages
ESC	Every Schoolday Counts
ESF	European Social Fund
ESG	European Strategy Group
ESP	Education Single Plan
EU	European Union
EVHs	Electronic Village Halls
EYCC	Early Years & Childcare
F	
FACL	Family, Adult and Community Learning
FACS	Fair Access to Care Standards
FOI	Freedom of Information
FSC	Forestry Stewardship Council
FTC	Fixed Term Contract
FTE	Full Time Equivalent
G	
GIS	Geographical Information System
GONE	Government Office North East

GLOSSARY

OTHER ABBREVIATIONS

GRO	General Register Office
GVA	Gross Value Added
H	
H&S	Health and Safety
HAMP	Highway Asset Management Plan
HCP	Herrington Country Park
HHSRS	Health Hazard Safety Rating System
HIA	Home Improvement Agency
HMOs (HIMOs)	Houses in Multiple Occupation
HR	Human Resources
HSE	Health and Safety Executive
I	
I&A	Inclusion and Achievement
IAG	Independent Advisory Groups
ICT	Information and Communications Technology
ICTU	Information Communications Technology Unit
IDeA	Improvement and Development Agency
IIP	Investors in People
ILT	Information Learning Technology
IMD	Indices of Multiple Deprivation
INRA	Impact Needs Requirements Assessment
INRA's	Impact Needs Requirements Assessments
IPF	Institute of Public Finance
IPPR	Institute for Public Policy Research
ISB	Individual Schools Budget
IT	Information Technology
ITA	Integrated Transport Authority
ITIL	Information Technology Infrastructure Library
J	
JAR	Joint Area Review
JSA	Job Seekers Allowance
K	
KLOEs	Key Lines of Enquiry
KPIs	Key Performance Indicators
KS	Key Stage
L	
LA	Local Authority
LAA	Local Area Agreement
LABV	Local Asset Based Vehicle
LAC	Looked After Children
LAQM	Local Air Quality Management
LAPs	Local Area Plans
LATS	Landfill Allowance Trading Scheme
LDD	Learning Difficulties and/or Disabilities
LDF	Local Development Framework
LEGI	Local Enterprise Growth Initiative
LGA	Local Government Association
LBIB	Local Government International Bureau
LGIP	Local Government Improvement Programme
LIAZE	Library Information Access Zone
LMAPS	Local Multi Agency Problem Solving Groups
LMS	Library Management System
LPIs	Local Performance Indicators
LPSA	Local Public Service Agreement
LPSAs	Local Public Service Agreements

GLOSSARY

OTHER ABBREVIATIONS

LPSA2	Local Public Service Agreement (Second generation)
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LTP	Local Transport Plan

M

MAA	Multi Area Agreements
MALAP	Multi Agency Looked After Partnership
MaRGs	Modernisation & Reform Groups
MARGs	Modernisation and Reform Groups
MIS	Management Information System
MLA	Museums, Libraries and Archives Council
MTFS	Medium Term Financial Strategy

N

NEA	North East Assembly
NECE	North East Centre of Excellence
NERIS	North East Regional Information System
NDC	New Deal for Communities
NEEO	North East England Office in Brussels
NEET	Not in Employment, Education or Training
NEPO	North East Purchasing Organisation
NGCA	Northern Gallery for Contemporary Art
NHS	National Health Service
NRAs	Neighbourhood Renewal Assessments
NRF	Neighbourhood Renewal Fund
NRT	Neighbourhood Relations Team
NSF	National Service Framework

O

ODPM	Office of the Deputy Prime Minister
OFSTED	Office of Standards in Education
OJEU	Office Journal of the European Union
ONE	One NorthEast
OPPAG	Older Person's Partnership Action Group

P

PAGs	Partnership Action Groups
PaM	Partnership and Modernisation
PCSOs	Police Community Support Officers
PDA	Personal Digital Assistants
PE	Physical Education
PfS	Partnerships for School
PIs	Performance Indicators
PID	Project Initiation Document
PLUS	Public Library User Surveys
PPO	Programme and Project Office
PR	Public Relations
PRU	Pupil Referral Unit
PSA	Public Service Agreement
PTA	Public Transport Authority
PVI	Private, Voluntary and Independent

R

RDA	Regional Development Agencies
REF	Regional Employability Framework
RES	Regional Economic Strategy
RPZ	Resident Parking Zone
RSL / RSLs	Registered Social Landlords

GLOSSARY

OTHER ABBREVIATIONS

RSS	Regional Spatial Strategy
RTS	Regional Tourism Strategy
S	
SAP	Single Assessment Process
SCI	Statement of Community Involvement
SEN	Special Educational Needs
SHG	Sunderland Housing Group
SIB	Strategic Initiatives Budget
SIPs	School Improvement Partners
SLA	Service Level Agreement
SLP	Sunderland Learning Partnership
SME	Small Medium Enterprise
SMT	Strategic Management Team
SNEN	Single Non Emergency Number
SOAs	Super Output Areas
SOCITM	Society of Information Technology Management
SP	Strategic Priority
SPD	Supplementary Planning Documents
SPG	Strategic Planning Guidance
SRB	Single Regeneration Budget
SSCF	Safer Stronger Communities Fund
SSP	Safer Sunderland Partnership
SSTC	Sunderland Strategic Transport Corridor
STPCT	Sunderland Teaching Primary Care Trust
STR	Support, Time and Recovery
T	
TAES	Towards an Excellent Service
TIF	Transport Innovation Fund
TLC	Total Land Charges
TMA	Traffic Management Act
tPCT	Teaching Primary Care Trust
TRL	Transport Research Laboratory
TRO	Traffic Regulation Orders
TSETT	Tackling Social Exclusion Through Transport
TUPE	Transfer of Undertaking Protection of Employment
TWM	Tyne and Wear Museums
TWEDCO	Tyne and Wear Economic Development Company
TWP	Tyne and Wear Partnership
TYEP	Targeted Youth Engagement Project
U	
UDP	Unitary Development Plan
V	
VCS	Voluntary Community Sector
VCSE	Voluntary Community Sector Enterprise
VFM/VfM	Value for Money
VLE	Virtual Learning Environment
VoIP	Voice-over Internet Protocol (Telephony)
W	
WEEE	Waste Electrical and Electronic Equipment Regulations
WHO	World Health Organisation
WHS	World Heritage Site
WLC	Whole Life Costing

GLOSSARY

OTHER ABBREVIATIONS

Y

YJB	Youth Justice Board
YOS	Youth Offending Service
YOTs	Youth Offending Teams
YPIT	Young People's Inspection Team

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